

THE PERCEIVED RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE
AND EMPLOYEES' JOB SATISFACTION AT KENYA COMMERCIAL BANK

BY

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DECLARATION

This management research project is my original work and has not been presented for a degree in any other university.

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This project has been submitted with my approval as the university supervisor.

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Finally, I wish to thank my mother for her support and encouragement throughout my study.

DEDICATION

This research project is dedicated to my mother, Anne, for her unwavering support, love, guidance and encouragement that she has given me throughout my studies. I say thank you mom and May the Lord God bless you. To my nephew Brian, nieces Trixie, Trivia and Shanice, let this achievement be an example to you all, that with dedication a sense of focus, purposefulness and perseverance, anything is possible.

ABSTRACT

The purpose of this study was to establish the perceived relationship between the organizational culture dimensions and job satisfaction among KCB employees in Kenya in view of the culture transformation programme that the Bank has rolled. The culture transformation programme aims at enabling employees to on one hand appreciate the internal customer and on the other serve the external customer better. The research design was a descriptive study and the questionnaire was used to collect data. The results of the study show that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation have a direct relationship with the job satisfaction of employees at KCB. The study however found no relationship to exist between stability and communication and employees' job satisfaction.

Some of the recommendations of the study include: that the organization should encourage senior managers to support their junior employees in order to achieve job satisfaction. The organization should focus on rewarding members of staff based on their contribution to the bank and merit. The bank should support and invest in innovation. Finally the bank should focus on conducting objective performance evaluation so as to achieve employee satisfaction

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ACRONYMS AND ABBREVIATIONS

KCB-Kenya commercial Bank

ATM-Automated Teller Machine

USD—United States Dollars

THE BANK-Kenya commercial Bank

HRM- Human Resource Management

HR-Human Resources

JSS-Job Satisfaction Survey

JDI-Job Descriptive Index

MSQ- Minnesota Satisfaction Questionnaire

The organization- Kenya Commercial Bank

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The importance of organizational culture is emphasized by Peters and Waterman (1999), who state that, without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, detailed procedures or rules. In these companies, people way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear. Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. Therefore, the purpose of this study is to create a better understanding of organizational culture and employee job satisfaction at Kenya Commercial Bank.

Despite the considerable body of organizational literature that has been conducted to examine the relationship between organizational culture and employees' satisfaction in

various countries as well as industries (Sheridan, 1992), there is very little literature that recognizes organizational culture studies within the context of Commercial Banks, particularly on how job satisfaction amongst employees is affected by organizational culture dimensions that have otherwise attracted considerable attention in organizational literature. Harris and Mossholder (1996) point out that organizational culture stands as the center from which all other factors of human resource management derive. It is believed that culture influences individuals' attitudes concerning outcomes, such as commitment, motivation, morale, and satisfaction. Wallach (1983) has suggested that individual job performance and favorable job outcomes, including job satisfaction, propensity to remain with the organization, and job involvement, depend upon the match between an individual's characteristics and the organization's culture.

1.1.1 Concept of Perception

Perception is the process by which organisms interpret and organize sensation to produce meaningful experience of the world (Lindsay & Norman 1997). Perception is the process by which we create a meaningful picture of the world (Kotler 2004). Perception is our sensory experience of the world around us and involves both the recognition of environmental stimuli and actions in response to these stimuli. Through the perceptual processes, we gain information about properties and elements of the environment that are critical to our survival. Perception not only creates our experience of the world around us; it also allows us to act within our environment. Perception has a strong impact on an individual's descriptions, analysis of events and subsequent behavior (Gordon, Mondy, Sharplin & Premeaus 1990). The extent to which an individual's perception of events matches what is truly therefore depends on; one, factors at work in the perceiver such as

individual physical health, intelligence, degree of open minded and general level of emotional well being. Two, is factors in the external situation such as whether this is a new experience or a repeat of past, extent of involvement of others especially those who bring strong or positive messages, that is, encouragement and support , criticism and stress (Cole 2005).

The perception process takes place in two stages; the first is selection and second is organization. In selection, the individual tends to select and attend to only some features present in any situation. After a stimulus has been selected, individuals categorize and organize them so that the new material makes sense. If possible the stimuli might be made to fit in with how people already understand and know the world. Perception is psychological and can be measured by qualitative factors such as people's attitudes, emotions, previous experience and their needs. People attitudes have powerful influence upon what they pay attention to, what they remember and how they interpret information (Arnold and Feldman 1986). Perception leads to decision making and action taking. At the most basic level, the decision is to act or not to act and this depends on how you develop motivation. With every action, there is always a set of alternatives from which to choose, even though often times it might seem as if there are no alternatives. The meaning you give to a stimulus you perceive will fundamentally shape the choices and actions you take in response to it (Lindsay & Norman 1977).

Rhodes and Eisenberger (2002) argue that staff perception in any organization is important as they influence organizational performance and output. Employee perception of fairness and unfairness is determined by hoe well particular event (s) or incident (s)

reflects on widely held beliefs, expectations and norms. Perceptions vary from person to person, different people perceive different things about the same situation but more than that, we assign different meanings to what we perceive and the meanings might change for a certain person. One might change one's perspective or simply make things mean something else. Nzuve (2007) articulated the importance of perception by arguing that people behavior is based on their perception of the reality. Perception adds meaning to information gathered via the five senses of touch, smell, hearing, vision and taste, it's the primary vehicle through which we come to understand ourselves and the surrounding (Nelson & Quick, 2008). Perception is influenced by factors such as physical senses, health differences, general intelligence, nature and effects of past experience, innate abilities and learned skills, individual values and attitudes, personality differences, individual aspirations and goals, status, situation or context (Cole 2005). The primary purpose of perception is to guide action (Gaulin et al 2003).

1.1.2 Organizational Culture

The concept of organizational culture has assumed considerable importance in the 21st century, because of its perceived impact on employee performance and job satisfaction. As a result, it is the responsibility of every organization to understand its own dynamic culture so that managers can capitalise on the insights generated by the cultural perspective to wield greater control over their organizations. Tichy (1982) defines organizational culture as the “normative glue” that holds an organization together. Forehand and von Gilmer (1964) suggest that culture is the set of characteristics that describe an organization and distinguish it from others. Schein (1990) defines culture as

values and behaviors that are believed to lead to success and are thus taught to new members.

The culture of a group can be defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1990). Organizational culture is the way things get done in an organization. It is what drives action in the organization, guiding how employees think, act and feel. Culture can be described in a circular fashion where philosophy expresses values; values are manifest in behavior; and behavior gives meaning to the underlying philosophy. Philosophy, values, and behavior describe an organization's culture and culture is the glue that holds the organization together (DeWitt, 2001). According to Armstrong (2006), organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done.

Organizational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve them. Organizational culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act (Hansen and Wernerfelt, 1989; Schein, 1990). Deal and Kennedy (1982) and Peters and Waterman (1982) have suggested that organizational culture can exert considerable influence in organizations particularly in areas such as performance and commitment. Researchers on organizational

cultures have also proposed different forms or types of cultures. Since individuals bring their personal values, attitude and beliefs to the workplace, their levels of commitment to the organization may differ. Studies have also shown that greater empowerment by management could further enhance the employees' participation, productivity, satisfaction and commitment (Conger and Kanungo, 1988).

1.1.3 Job Satisfaction

Job satisfaction is a complex construct with different definitions. According to Spector (1997: 2) job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). There are a number of theories of job satisfaction in the literature; one of the earliest is Herzberg's (1959) Two Factor Theory which states that there are two basic factors that affect job satisfaction and motivation. These two factors are hygiene and motivating factors. Hygiene factors include: supervision, salary, company policy and administration, relationship with peers, working conditions, personal life, and security. On the other hand, the motivating factors arise from the job itself and include: recognition, responsibility, achievement, and the work itself.

Another well-known model is Locke's (1976) Affect Theory. This theory suggests that job satisfaction is determined by a discrepancy between what one wants in a job and what they actually have. This theory suggests that dissatisfaction will occur when a person receives less than what they want and vice versa. An alternative approach is that proposed by Sousa-Poza and Sousa-Poza, based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current

situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs such as wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Poza and Sousa-Poza, 2000).

Other theorists (Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction. Hackman and Oldham (1976) proposed the Job Characteristics Model, which states that there are five core job characteristics including skill variety, task identity, task significance, autonomy, and feedback which impact three critical psychological states known as experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results. These three states, in turn, affect work outcomes such as job satisfaction. The last model is Adam's (1965) Equity Theory which argues that employees compare their input-outcome ratio with the input-outcome ratio of relevant other persons in the organization. Dissatisfaction may occur when a fellow employee receives more from the same organization.

1.1.4 Kenya Commercial Bank

The Bank's vision is to be the preferred financial solutions provider in Africa with global reach. Its mission is to drive efficiency whilst growing market share in order to be the preferred financial solutions provider in Africa with global reach. The KCB Limited group is the largest financial services group in East Africa, with an asset base estimated at over US\$2.5 billion. As of March 2012, KCB group had the widest network of banking outlets covering Kenya, Uganda, Rwanda, Southern Sudan, Tanzania and Burundi backed by over 276 automated teller machine outlets. The bank has a wide network of correspondent relationships totaling to over 200 banks across the globe for a seamless facilitation of their international trade requirements. The history of Kenya Commercial Bank dates back to 1896 (KCB booklet, 2009).

KCB has experienced tremendous growth since then in both infrastructure and business volumes. Currently, the bank serves close to two million customers spread across the region and boasts the largest balance sheet of any indigenous commercial bank in the region (over USD 2.5 billion). The Bank provides a wide range of banking services; from corporate banking and trade finance products through propositions for small to medium enterprises and individual clients, to mortgage finance and credit card facilities. The Bank reviews its products and services to tailor them to specific customer needs and add variety to their offering. As a regional bank, it is committed to working with other stakeholders to boost the region's capacity to conduct trade among members. This was realized by providing an improved information technology platform that facilitates online real-time one-branch banking, fast transmission of payments and easy access to funds wherever their customers may be in the region. The banks' ultimate dream is to be a Pan-

African bank, supporting growth and development for a majority of people in Africa in the foreseeable future.

The management at KCB view employees as a critical resource and organizational culture as one of the key determinants of employee commitment and organizational performance. This is evidenced by the HR strategic objectives of the company. KCB's Human Resource Division has three strategic objectives namely: to attract and develop competent employees in order to be an employer of choice, to create a positive work environment enabled by the KCB values and enabling leadership and to be a performance driven organization where employees have clear ownership, responsibility and accountability for achieving business results and are recognized for their efforts. The culture of Kenya Commercial Bank is perhaps summarized best in its five core values. These values define and underpin behavior by the employees of the bank and they include: putting the customer first, working as a team, being professional in everything we do, a willingness to change and caring for the community.

1.2 Research Problem

The job satisfaction of employees occupies an important place in the list of main concerns of the human resource management departments all over the world. This is because on one side it helps in retaining the employees and on the other it raises their performance level. Researchers link job satisfaction with many factors, for instance, fairness of rewards, growth opportunities, participation in decision making, supervisory support, compensation and organizational culture, which this study seeks to investigate. Taber (1975), Johnson (2004) and Chang and Lee (2007) argue that organizational

culture has a positive impact on the job satisfaction of the employees. Robbert and Reilly (1979), finds that various forms of the communication in the organization and the relationship between the employee and the employer have a positive impact on the job satisfaction of the employees. McHugh et al. (1993) argue that bad and poor culture of the organization will lower the level of job satisfaction and lower productivity from the employees, and finally all these factors contribute to decrease the efficiency and performance of the organization.

For the Human Resource Division at Kenya Commercial Bank, the concept of employee job satisfaction is just as important as it is for any other organization keen on performance. This is why the Bank has rolled out an organization wide culture transformation programme. The aim of this culture transformation programme is to enable employees to on one hand appreciate the internal customer and on the other serve the external customer better. There is a renewed energy in the company to revamp and change its culture in a bid to out do the competition which has become so cut-throat. This therefore means that there is a genuine need to interrogate whether this renewed energy to transform the culture of KCB is justified. That is the very reason why this study is being conducted at this time. It is of critical importance to empirically find out whether organizational culture impacts employees' job satisfaction in any way in KCB in view of the culture transformation initiative that was recently launched by the Bank. Put simply, this study seeks to find out whether the organizational culture in KCB is determinant of job satisfaction?

Muriuki (2001) in a study, an empirical investigation on aspects of culture and their influence on marketing strategies in the Beverage industry in Kenya, reports that some aspects of culture influenced marketing strategies more than others. Aluko (2003), in a study, the impact of culture on organizational performance in selected textile firms in Nigeria, found out that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. Gitonga (2008), in a study titled, a survey of job satisfaction and work behaviours at the Kenya judiciary, established that the job content, occupational levels, pay and promotion, work group and supervision were some of the factors that affected employee job satisfaction. Okeyo (2010) in a study, the influence of corporate culture on management of strategic change in Commercial Banks in Kenya reports that supportive cultures shape the mood and temperament of the work force positively thus affecting organizational energy, work habits, and operating practices.

Research findings keep changing with time such that what happened a year ago may not hold now (Opande, 2006). It is evident from the foregoing research Literature that no previous study, at least in Kenya, has explored the relationship between organizational culture and employee job satisfaction and more so in Kenya Commercial Bank. Even the foregoing studies that were done in different contexts do not clearly bring out the relationship between organizational culture and job satisfaction and may need to be replicated in the Kenyan context. Therefore, it is not in dispute that there exists a knowledge gap and this is an area worth further research, a research that would unearth the exact nature of the relationship between organizational culture and employee job satisfaction if at all there is any.

1.3 Research Objective

To establish the perceived relationship between the organizational culture dimensions and job satisfaction among KCB employees in Kenya

1.4 Value of the study

The study will be important to organizations in both the private and public sectors that are interested in matching organizational culture and job satisfaction. It will also provide an in depth understanding of the relationship between organizational culture and job satisfaction for organizations interested in matching employees with organizational culture.

The findings of this study will also contribute to practice especially in the Banking industry. The findings of this study will help Kenya Commercial Bank management develop a better understanding of the relationship between organizational culture and employees' job satisfaction if any.

The knowledge provided will be available to students and researchers for referencing and further research. This is so because among other things this study seeks to accomplish are to identify a set of organizational culture dimensions that would prove to be an effective guide in the measurement of employees' job satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Organizational Culture

Ritchie (2000) notes that, from the time of the earliest writers on organizational culture, it has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self confidence, and ethical behaviour. Similarly, more recent writers have repeated the assumption that organizational culture impacts significantly on an organization, its employees' behavior and motivations and, ultimately, that organization's financial performance (Holmes and Marsden, 1996). Antal, Dierkes and Hahner (1997) have observed the connection between corporate culture and the way firms perceive their environment in their research. To improve corporate performance, transformation of organizational culture to fit into the prevailing business environment is viewed as the utmost necessity (Peters & waterman, 1982).

Matching individuals to organizations is a crucial part of success for any company. The match between people and the companies for which they work is determined by the kind of organizational culture that exists. The degree to which an organization's values match the values of an individual who works for the company determines whether a person is a good match for a particular organization (Khan, 2005). According to Khan (2005), the collective rules by which an organization operates define its culture. These rules are formed by shared behaviours, values and beliefs. Culture forms the basis for how individuals operate within the context of the organization. The way a group or individual

behaves, defines what is normal and sanctions what is not normal is determined by his or her culture. In large organizations, vision statements, mission statements and statements of values are often formalized to describe the company's culture.

An organization's culture determines the way in which employees are rewarded. Management tends to focus on a dominant source of motivation, such as pay, status, or opportunity for personal growth and achievement. The accessibility of management and the ways in which decisions are made are reflections of an organization's culture as well (Khan, 2005). It is important for individual values to match organizational culture because a culture of shared meaning or purpose results in actions that help the organization achieve a common or collective goal. An organization will operate more productively as a whole when key values are shared among the majority of its members. To that end, employees need to be comfortable with the behaviours encouraged by the organization so that individual motivation and group productivity remain high. High functioning organizations are comprised of individuals whose overt behaviors are consistent with their covert values (Khan, 2005).

2.2 Dimensions of Organizational Culture

Noorderhaven et al. (2002) summarized the dimensions of organizational culture identified by Hofstede et al. (1990), O'Reilly et al. (1991) and Christensen and Gordon (1999) and identified many dimensions of organizational culture. Six of these dimensions were said to be conceptually related to relationship skills. These dimensions are: supportiveness, innovation, emphasis on reward, performance orientation, stability and communication. As regards supportiveness, employee satisfaction is a key attribute of the

engaged employee who embodies a high degree of motivation and sense of inspiration, personal involvement and supportiveness. Organizational culture is another significant driver of employee engagement and includes management designing jobs well, providing support and setting goals for employees. Interaction between managers and employees with regards to supportiveness and goal setting, as well as job design are also key drivers of employee engagement (Sheridan, 1992).

Innovation is likely to be more strongly associated with employee's satisfaction in the contemporary global business environment than in earlier environments. Harrison, McKinnon, Wu & Chow (2000) and Thomas & Mueller (2000) are just two of innumerable recent references that can be called on to evidence the importance of innovation, creativity and entrepreneurship for organizational survival and prosperity in the contemporary global environment "characterized by unprecedented levels of technological change, product and service innovation, and intense global competition" (Harrison et al., 2000: 489).

Gaining an employee's satisfaction with the rewards given is not a simple matter. Rather, it is a function of several factors that organizations must learn to manage. First, the individual's satisfaction with rewards is, in part, related to what is expected and how much is received. Feelings of satisfaction or dissatisfaction arise when individuals compare their input - job skills, education, effort, and performance – to output - the mix of extrinsic and intrinsic rewards they receive. Second, employee satisfaction is also affected by comparisons with other people in similar jobs and organizations. In effect, employees compare their own input/output ratio with that of others. People vary

considerably in how they weigh various inputs in that comparison. They tend to weigh their strong points more heavily, such as certain skills or a recent incident of effective performance. Individuals also tend to overrate their own performance compared with the rating they receive from their supervisors.

The problem of unrealistic self-rating exists partly because supervisors in most organizations do not communicate a candid evaluation of their subordinates' performance to them. Such candid communication to subordinates, unless done skillfully, seriously risks damaging their self-esteem. The bigger dilemma, however, is that failure by managers to communicate a candid appraisal of performance makes it difficult for employees to develop a realistic view of their own performance, thus increasing the possibility of dissatisfaction with the pay they are receiving (Searle, John G., 1990).

On performance orientation, companies seek to mobilize all employees and stakeholders, notably dealers and distributors, toward clear business objectives measured by sales, profits, customer satisfaction, and productivity. For these organizations, employee recognition is a vital part of continually communicating and reinforcing ever-changing goals.

Communication orientation emphasizes the ability and willingness to engage in open and critical communication. This dimension may be assumed to be positively related to the firm's ability to build and maintain long-term relationships with outsiders. This is so because a climate of open communication within an organization will enable the members to learn from their mistakes through self-reflectiveness and self-correction. Walter (1999) observed that self-reflectiveness and self-criticisms enable actors to

cooperate, resolve conflicts and act responsibly. Stability orientation measures predictability and rule oriented behavior in the firm and can be conceptualized as the opposite of innovation orientations and hence will be predicted to have a negative relationship with relationship skills.

2.3 Conceptual Framework

The conceptual framework of this study focuses on the development of a theoretical organizational culture model as a systematic way in measuring the employee's job satisfaction. Examining the relationship between organizational culture and job satisfaction should contribute to our knowledge of the relationship that exists between them. The link between the dimensions of organizational culture and employees' job satisfaction is illustrated in Figure 2.1 below. In this theoretical framework, organizational culture dimensions are independent variables and employee's job satisfaction is a dependent variable. This study thus attempts to bridge the gap by providing a basis for a thorough and insightful understanding of organizational culture and job satisfaction. The model suggests that the greater extent to which these five dimensions of organizational culture are present, the greater will be the satisfaction of employees.

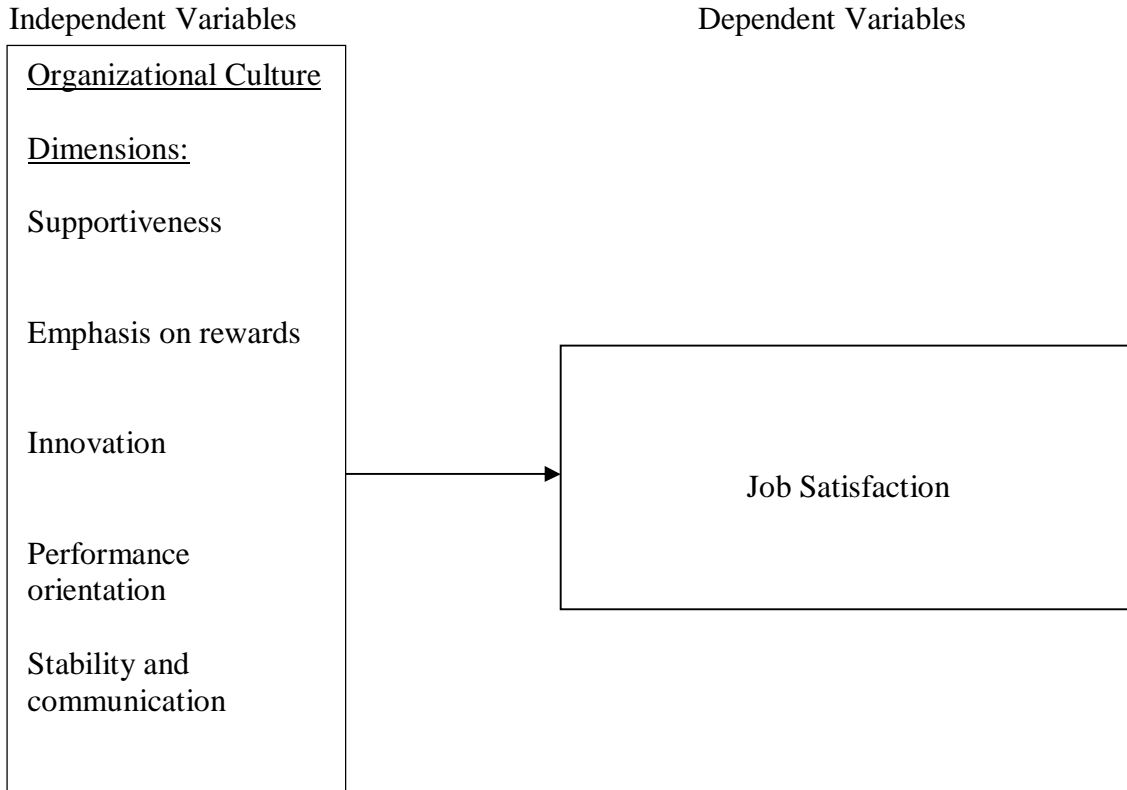


Figure 2.1: Schematic Diagram of Research Framework

2.4 Job Satisfaction

Spector (1997) argues that job satisfaction is the most frequently studied variable in organizational behavioral research. According to Ting (1997), empirical evidence consistently indicates that job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors have significant effects on the job satisfaction of government employees. In corroboration, a study conducted by Ellickson and Logsdon (2002) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in

terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits. The researchers emphasize that the resultant effect can lead to a loss in productivity and a lack of continuity in the public sector. They contend that these hindering factors also serve as a discouragement for young people entering the labour market to pursue careers as civil servants.

Another study conducted by Pohlmann (1999) found that public sector employees indicated dissatisfaction with supervision, communication and pay. However, a survey conducted by Schneider and Vaught (1993) indicated that lower skilled public sector employees place more emphasis on factors such as achievement, growth, the work itself and recognition while public sector professionals indicated extrinsic factors such as management policies and rules, job security, pay, supervision and working conditions to be important. Cherrington (1994) posits that employees experiencing high satisfaction levels contribute to organisational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job. Job dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labour problems, labour grievances, attempts to organize labour unions and a negative organizational climate. Spector's (1997) research underscores that of Cherrington (1994) in which it was found that employees who are dissatisfied with their jobs show their disapproval by constantly being late or staying absent from work.

Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may

serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.5 Determinants of Job Satisfaction

The first category of the factors affecting job satisfaction is the demographic factors. Research has often focused on age as a factor influencing job satisfaction. Available literature is somewhat inconclusive however, with some studies showing no significant impact (Brown, 1998), some showing a gradual linear increase of satisfaction as age increases (Weaver, 1980), and some suggesting that satisfaction is curvilinear and changes throughout the lifespan of the employee (Hertzberg et. al., 1957). Generally speaking, job satisfaction tends to increase gradually with age (Spector, 1997). According to Hertzberg et al, (1957) this trend is due to the fact that job expectations tend to become more realistic as employees age and mature. Concerning gender, there are no simple conclusions about the differences between males and females and their job satisfaction levels. When it comes to compensation, researchers in some studies have concluded that

compensation is an important variable to be considered in the study of job satisfaction (Derlin & Schneider, 1994). Other researchers have found no relationship between job satisfaction and compensation (Herzberg, Mausner, & Snyderman 1959).

The second category is the interpersonal factors. Within the context of job satisfaction research, interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with one's supervisor, the social interaction with co-workers, and even the interactions with clients and customers. According to Brown (1998), employee supervision and interaction have been found to be the two most significant interpersonal factors when looking at job satisfaction. The importance of co-worker social support has been investigated for decades. As far back as the Hawthorne Studies of the 1920's, research has shown that workers who belong to a social group and have friendships on the job tend to be more satisfied (Maynard, 1986). Maynard suggests further that employees who lack social support at work experience more stress, have less coping techniques, and are generally less satisfied. The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work (Bruce and Blackburn, 1992; Vroom, 1982).

The last category is the intrinsic factors. Intrinsic factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived

respect and responsibility, task variety, and meaningful work. Dodd- McCue and Wright (1996) found that job satisfaction is enhanced by the value placed on one's professional role and identification with that role, but negatively affected by choosing the job because rewards are extrinsic (external to the work itself, such as fellow workers, salary, or promotion opportunities). Reyes, Madsen, and Taylor (1989) found that intrinsic rewards had more influence on educators than any organizational rewards. Stewart (2000) suggested that helping to make workers feel independent had large positive effects on both performance and satisfaction outcomes.

2.6 Measures of Job Satisfaction

Measuring job satisfaction is difficult, for it is an abstract personal cognition that exists only in an individual's mind. To measure job satisfaction, one must have a conceptual understanding of the construct in order to decide what indirect factors to measure. Since there is no single agreed upon definition of job satisfaction, and no widely accepted theory to explain it, it is no surprise that there is also no general consensus on the best way to measure job satisfaction (Wanous & Lawler, 1972). The most basic forms of measurement might include an interview, a single-item measure, or a workplace observation; however, most researchers opt for a more objective and in-depth survey instrument (Spector, 1997). Questionnaires are easily distributed, have less room for bias, have increased likelihood of confidentiality, and require much less time and money than one-on-one interviews (Pedhazur & Schmelkin, 1991). Job satisfaction questionnaires also can examine any number of facets that have hypothesized impact on job satisfaction,

although the lack of common agreement with definition and theory can present challenges when weighting each facet and interpreting the results (Evans, 1969).

The most widely cited survey instruments found in the literature include The Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ). The Job Satisfaction Survey was developed by Paul E. Spector to assess employee attitudes about the job and aspects of the job. The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards, operating procedures, coworkers, nature of work, and communication. The Job Descriptive Index (JDI) was first discussed in Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969). This 90-item scale is designed to measure employees' satisfaction with their jobs by looking at five important aspects or facets of job satisfaction which are present job, present pay, and opportunities for promotion, supervision, and coworkers.

The Minnesota Satisfaction Questionnaire was developed in 1967 by Weiss, Dawis, England, and Lofquist. The MSQ has become a widely used instrument to evaluate job satisfaction. The MSQ is designed to measure specific aspects of an employee's satisfaction with his or her job, and it provides more information on the rewarding aspects of a job than do more general measures of job satisfaction. The MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforces in jobs (Vocational Psychology Research, 2002).

2.7 Organizational Culture and Job Satisfaction

To date, literature examining the relationship between the institutionalization of organizational culture and employees attitudes has been mainly anecdotal. To put this study into perspective, it is necessary to compare it with some of the earlier work on this issue. An empirical study by Lund (2003) on the impact of the types of organizational culture on job satisfaction in a survey of marketing professionals indicates that job satisfaction levels varied across organizational culture typology. Chow et al., (2001) conducted an empirical study to explore the association between organizational culture and job satisfaction in a Chinese cultural context. The results provided quite compelling support for the importance of organizational culture in affecting outcomes. Pool (2000) examined the relationship between organizational culture and job stressor. He found that executives working in a constructive culture reduced the role stressors in their working environment. The results indicate that a constructive culture will significantly reduce role stressors, thereby, decreasing job tension and increasing job satisfaction, job performance and job commitment.

Hellreigel et al. (1974) report the existence of relationships between organizational culture, climate and job satisfaction. Wallach (1983) reveals that job performance and job satisfaction are related to organizational culture. Further, he observes that job satisfaction and culture of the organization are interdependent on each other. Kline and Boyd (1994) determine the relationship between organizational structure and job satisfaction. They observe that employees at different levels are influenced by diverse work aspects and different facets of work environment. Sempane et al. (2002) find that there is a close

relationship between job satisfaction and organizational culture where job satisfaction is the result of organizational culture. In their study, however, some facets prove positive relations and others negative relations. They argue that this varied relation depends on employees and how differently they perceive cultural perspective.

In an empirical study conducted by Gray, Densten and Sarros (2003) to examine executive perceptions of organizational culture and job satisfaction in small organizations, the results indicated that where emphasis on rewards and supportiveness were perceived as dominant cultural characteristics, there was a strong association with job satisfaction. Robbins (1996) contends whenever the individual demand is congruent with cultures, it will result in the highest job satisfaction. For example, the individuals with high autonomy and high achievement motives will result in higher satisfaction under the organizational culture with loose supervision and emphasis of achievement rewarding.

By reviewing aforesaid scientific studies, we can find most scholars' confirmation of the significant relationship between organizational culture and job satisfaction. It means organizational culture can actually affect the extent to which employees are satisfied with their jobs. Thus, if employees identify with organizational cultures, the extent of job satisfaction shall be higher naturally (Chang & Lee, 2007). From the above discussion, it appears that organizational culture does play an important role in promoting the job satisfaction for employees towards the organizational success, and this could only be achieved by ensuring that an appropriate culture is being developed or shaped in the

organization that matched managerial values, attitudes and behaviors. Evidently, organizational culture does affect employee's job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design was a descriptive survey. According to Kothari (2004), a descriptive survey is a study that is concerned with specific predictions, with narration of facts and characteristics concerning an individual, a group or situation. The descriptive survey design was chosen because the objective of the study was to describe, explain and validate generalizable findings.

3.2 Target Population

Population is the aggregate of all that conforms to a given specification (Mugenda and Mugenda, 1999). This study focused on KCB Kenya hence the population of the study were employees of Kenya Commercial Bank in Kenya. KCB had an estimated 5,000 employees in Kenya by the time of the study.

3.3 Sample Design

A sample must be selected carefully so that it is representative of the whole population with the relevant characteristics. The sample has to be as accurate as studying the entire population (Cummings, 1993). The sample size of this study was 357 KCB employees constituted as follows: managers, section heads, clerical staff, contract staff and support staff. The sample was arrived at using Krejcie & Morgan's (1970) table for determining

the sample size. The sample was selected through the random and stratified sampling approaches so as to produce a representative sample because the population was not homogeneous. A sample of 357 respondents was selected from the five categories of the population as shown in Table 3.1 below.

STRATA	POPULATION	SAMPLE
Managers	500	35
Section Heads	750	54
Clerical staff	2250	160
Contract staff	750	54
Support staff	750	54
Total	5,000	357

Table 3.1: Sample Frame

3.4 Data Collection Methods

Primary data was obtained through a structured questionnaire, composed of both open and closed ended questions. The questionnaire was adapted from Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969). The researcher administered the questionnaire through “drop and pick later” method. The questionnaire contained three parts which included sections A, B and C for demographic factors, organizational culture and job satisfaction respectively.

3.5 Data analysis

The data collected was quantitative. The data was examined for completeness, comprehensibility, consistency and reliability. The perceived relationship between organizational culture and employee job satisfaction was assessed using the Pearson's correlation co-efficient. The findings and conclusion of the study depended on the full utilization of statistical data collected and analyzed using SPSS. Descriptive statistics such as frequencies, means and percentages were used to analyze the data. The results were presented in the form of tables.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Purpose of the Study

The purpose of this study was to establish the perceived relationship between the organizational culture dimensions and job satisfaction among KCB employees in Kenya. The respondents were KCB employees in Kenya. Out of a sample of 357 employees, all responded to the questionnaire implying that there was a 100% response.

4.2 Demographic Data

The data collected was quantitative. Data was collected regarding employees' gender, age, level of education, designation and length of service. This data was important because all the said subsets of demographic data have an impact on how employees perceive job satisfaction in the organization.

4.2.1 Respondents' Gender

The data was collected from both male and female genders in the organization. This was important because gender has an influence on how employees perceive job satisfaction in the organization.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	170	47.6	47.6	47.6
Female	187	52.4	52.4	100.0
Total	357	100.0	100.0	

Table 4.1: Respondents' gender

Table 4.1 above shows that out of the 357 respondents, 170 were male which translates to 47.6% while 187 were female translating to 52.4%. It can therefore be concluded that KCB has more female employees than males but the difference is not significant.

4.2.2 Respondents' Age

Data was collected regarding the age of the sampled employees. The researcher considered this important because employees perceive job satisfaction differently based on their age.

Age in Years	Frequency	Percent	Valid Percent	Cumulative Percent
20-29	192	53.8	53.8	53.8
30-39	116	32.5	32.5	86.3
40-49	49	13.7	13.7	100.0
Total	357	100.0	100.0	

Table 4.2: Respondents' age

From Table 4.2 above, a majority of the respondents were between 20-29 years, evidenced by a score of 53.8%. Those in the age bracket of 30-39 years represented 32.5% of the respondents, while those in the age bracket of 40-49 years were 13.7% of all the respondents. It is worth noting that none of the employees sampled was over 50 years of age. It can be concluded that a majority of the employees sampled were below 39 years of age, which is evidenced by a score of 86.3% and none were above 50 years. This scenario could be attributed to the Voluntary early retirement programs that have been there in the past to encourage employees above 50 years of age to voluntarily opt out of the organization.

4.2.3 Level of Academic Qualification

Data on the level of academic qualification of those sampled was collected because not all employees have the same educational qualifications. Many employees get to advance their education once in the organization so as to be better placed to grow within and outside the organization.

Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	17	4.8	4.8	4.8
Diploma	75	21.0	21.0	25.8
Bachelor's Degree	167	46.8	46.8	72.5
Master's Degree	70	19.6	19.6	92.2
Others	28	7.8	7.8	100.0
Total	357	100.0	100.0	

Table 4.3: Level of Academic Qualification

As shown in Table 4.3, a majority of employees in KCB have a Bachelors degree. This is evidenced by a score of 46.8%. Those with a diploma constituted 21% of the sample while those with a Masters degree were 19.6%. Employees who have a certificate made up 4.8%, whereas those with any other qualification formed 7.8% of the sample. It can therefore be concluded that a majority of KCB employees have at least a Bachelors degree.

4.2.4 Designation

The researcher collected data regarding the designation of the sampled employees. This was important since employees at different levels of the organization perceive job satisfaction differently.

Designation	Frequency	Percent	Valid Percent	Cumulative Percent
Managers	35	9.8	9.8	9.8
Section Head	54	15.1	15.1	24.9
Clerical	160	44.8	44.8	69.7
Contract staff	54	15.1	15.1	84.9
Support staff	54	15.1	15.1	100.0
Total	357	100.0	100.0	

Table 4.4: Designation

From the data in Table 4.4 above, a majority of the employees in the organization are at clerical level, evidenced by a score of 44.8%. Those at section head, contract staff and support staff levels all constitute 15.1% while those in management form 9.8%. This is a normal distribution in terms of the organizational structure. Normally, it is expected that a majority of the employees will be at the lower end of the organizational structure while fewer will be at the high end of the organizational structure.

4.2.5 Length of Service in Current Department

Data on the length of service of the respondents in their current department in the organization was collected. According to the researcher, this was critical because how long an employee stays in the same department without being offered an opportunity for job rotation does impact job satisfaction.

Length of service	Frequency	Percent	Valid Percent	Cumulative Percent
<1 Year	69	19.3	19.3	19.3
1-5 Years	141	39.5	39.5	58.8
6-10 Years	67	18.8	18.8	77.6
>11 Years	80	22.4	22.4	100.0
Total	357	100.0	100.0	

Table 4.5: Length of Service

As shown in Table 4.5 above, a majority of KCB employees have been in their current departments for a period ranging between one and five years. This is supported by a score of 39.5%. Of those sampled, 22.4% have stayed in their current departments for more than eleven years. A further 19.3% have been in their current departments for less than one year while those who have been there for six to ten years constitute 18.8%. It can be concluded that since most employees have stayed in their current departments for more than one year, this could affect their job satisfaction.

4.3 Organizational Culture

The research aimed to establish the perceived relationship between the organizational culture dimensions and job satisfaction among KCB employees in Kenya. The culture of KCB was studied through five dimensions namely: organizational supportiveness, emphasis on rewards, performance orientation, innovation orientation and stability and communication. The interpretation was done based on the following three point scale: <2.5=Disagree, 2.5-3.5 Neutral, >3.5 Agree.

4.3.1 Organizational Supportiveness

This variable is used in this study to measure how well the respondents consider both the support offered to them from their immediate superiors as well as the support extended to them by their colleagues whom they work with at the same level.

Organizational Supportiveness	Mean	Std. Deviation
People are treated fairly in my organization	3.3	1.099
Superior supports me in executing my duties	3.5	1.082
Co-worker supports me in my organization	3.4	1.074
People have adequate mentoring from the superior	3.5	1.072

Table 4.6: Organizational Supportiveness

Generally, majority of the respondents agreed that their superiors support them in executing their duties. This is supported by the mean score of 3.5. Similarly, the respondents had the same opinion on employees having adequate mentoring from their superiors. On the other hand, respondents were neutral about employees being treated fairly in the organization. This was similar to whether co-workers support them in executing their duties in the organization. The two questions had a mean score of 3.3 and 3.4 respectively. The mean score of each question is as shown in Table 4.6.

From the above analysis, it is concluded that employees generally agree that they are supported by their superiors in executing their duties and that they receive adequate mentoring from their superiors. The employees are not however sure of being treated fairly in the organization and neither are they sure that they are supported by their co-workers in executing their duties.

4.3.2 Emphasis on Rewards

The researcher collected data on the way employees of Kenya Commercial Bank are rewarded. This was so as to find out whether emphasis is put on rewards or otherwise.

Emphasis on Rewards	Mean	Std. Deviation
Reward and Recognition in regard to Contribution	3.4	1.212
Rewards in my organization is based on merit	2.9	1.275
In my organization there is equity in the distribution of rewards	3.2	1.124
In my organization the rewards that I receive meets my expectation	3.3	1.148

Table 4.7: Emphasis on Rewards

From table 4.7 above, a majority of the employees sampled were neutral as to whether reward and recognition commensurate with one's contribution. A majority also remained neutral regarding rewards in the organization being based on merit. A neutral response was also returned by a majority when asked whether there is equality in the distribution of rewards in the organization. Likewise, a majority were neutral as to whether the rewards they receive meet their expectations. These are supported by the mean scores of 3.4, 2.9, 3.2 and 3.3 for the four questions respectively. It can therefore be concluded that a majority of KCB employees are not sure that reward and recognition match contribution, they are not sure that rewards are based on merit, they are also not sure that there exists equity in reward distribution and that the rewards they receive meet their personal expectations.

4.3.3 Performance Orientation

Here, the researcher sought to find out the perception of employees about performance in the organization.

Performance Orientation	Mean	Std. Deviation
The glue that holds my organization together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared	3.4	1.203
My organization has a performance oriented culture	3.5	1.128
In my organization there is a well defined criterion in evaluating performance	3.3	1.14
Performance evaluating is done in an objective manner in my organization.	3.3	1.211

Table 4.8: Performance Orientation

As Table 4.8 above indicates, a majority of the employees sampled agree that KCB has a performance oriented culture. This is supported by a mean score of 3.5. On the other hand, a majority were neutral as to whether the organization emphasizes tasks and goal achievement, they were neutral as to whether there is a well defined criterion in evaluating performance and they also returned a neutral response when asked whether performance evaluation is done in an objective manner in the organization. These are evidenced by the mean scores of 3.4, 3.3 and 3.3 for the three questions respectively as shown in Table 4.8. Overall, it is concluded that the employees were sure that KCB has a performance oriented culture but they were not sure the organization emphasizes tasks and goal accomplishment, they were not sure that there is a well defined criterion in evaluating performance and neither were they sure that performance evaluation was being done in an objective manner in the organization.

4.3.4 Innovation Orientation

Innovation refers to how the organization responds to modern technology and accommodation of these changes. The researcher sought to collect data on this as well.

Innovation Orientation	Mean	Std. Deviation
The organization encourages and supports innovation	3.4	1.113
Different parts of the organization often cooperate to create change	3.4	1.168
New and improved ways to do work are continually adopted	3.3	1.124
I respond well to competitors and other changes in my organization	3.4	1.221

Table 4.9: Innovation Orientation

From the results in Table 4.9, it is evident that a majority of those sampled remained neutral on the question about whether KCB encourages and supports innovation. Furthermore, a majority did remain neutral when asked if different parts of the organization cooperated to create change. In addition, a majority returned a neutral response when the question of whether new and improved ways to do work are continually adopted in the organization. The same response was received from a majority when they were asked whether they responded well to competitors and other changes in the organization. It can be concluded that a majority of those sampled were not sure as to whether the Bank is committed towards innovation.

4.3.5 Stability and Communication.

Data concerning the organization's policy regarding stability and communication was also collected by the researcher.

Stability and Communication	Mean	Std. Deviation
My organization emphasizes permanence and stability, and continuously improving communications between management and staff is stated as an important company objective and is being practiced	3.5	1.056
Information is widely shared so that everyone can get the information he or she needs when it's needed	3.3	1.233
There is a proper channel for grievance handling in my organization	3.3	1.152
Problem solving is done collectively in my organization	3.3	1.208

Table 4.10: Stability and Communication

From Table 4.10 above, it is evident that a majority of the employees sampled agree that the organization emphasizes permanence and stability, and continuously improving communication between management and staff is stated as an important company objective and is being practiced. On the contrary, a majority remained neutral as to whether information is widely shared so that everyone can get the information they need when it is needed. The same response was received when employees were asked if there was a proper channel of grievance handling in the organization and whether problem solving is done collectively in the organization. These are supported by a mean score of 3.3 for each of the three questions. To conclude, employees agree that KCB emphasizes permanence and stability but they are not sure that information is widely shared, they are also not sure that there is a proper channel for grievance handling and they are not sure that problem solving is done collectively in the organization.

4.4 Job Satisfaction

This is the dependent variable for the study and was measured by asking the respondents a series of questions touching on job satisfaction.

Job Satisfaction	Mean	Std. Deviation
I feel fairly compensated for my work.	3.2	1.188
If I put extra effort into my work, someone will notice.	3.4	1.196
I work in an environment where there is cooperation and respect.	3.3	1.205
My supervisor cares about my personal needs.	3.1	1.183
Problems in the workplace are addressed quickly and adequately.	3.1	1.093
My supervisor praises employee suggestions that aid in solving organizational problems.	3.2	1.034
Supervisors are involved in the daily operations of my department.	3.2	1.124
Senior management is aware of activities in my department.	3.4	1.109
Job performance evaluations done by my supervisor are fair and based on clear performance standards.	3.2	1.072
There is open communication throughout the workplace.	3.4	1.047
I have a clear well written job description.	3.5	1.123
The organization's mission and vision is realistic, clear, and attainable.	3.8	1.143
My fellow employees know how to get the job done	3.7	1.086
I am responsible for planning my work activities.	3.6	1.171
I feel motivated at work.	3.5	1.155
I provide a valuable service to clients	3.6	1.089
I work in a team environment	3.5	1.061
I feel stressed at work	3	1.245
I deal with a manageable workload	3.4	1.029
I use my professional skills (education, training) regularly	3.5	1.128
Work assignments are delegated fairly	3.4	1.031
I work in a safe and comfortable environment	3.7	1.017
Training for my position is clear and helpful	3.5	1.072
I have the opportunity to do a variety of takes	3.4	1.133
My supervisor has an open door policy and there is always a welcoming feeling present	3.4	1.131
Overall this organization is a good place to work	3.5	1.165

Table 4. 11: Job Satisfaction

From the results in Table 4.11 above, a majority of the employees sampled agree that they have a clear well written job description, the organization's mission and vision is realistic and attainable, their fellow employees know how to get the job done, that they are responsible for planning their work activities, that they feel motivated at work, they provide valuable service to customers, that they work in a team environment, they use their professional skills regularly, that they work in a safe and comfortable environment, that training for their positions is clear and helpful and that overall KCB is a good place to work. These are evidenced by the mean scores of greater than 3.5 as shown in Table 4.11 above.

A majority of those sampled however remained neutral on whether they were being treated fairly at work and they were also not sure whether anyone would notice if they put extra effort in their work. The employees were not sure that they work in an environment where there is cooperation and respect, they were neutral when asked whether their supervisors care about their personal needs, and they were also not sure that problems in the work place were being addressed quickly and adequately. A majority of those sampled also returned a neutral response about their supervisors praising employee suggestions that aid in solving organizational problems; they neither agreed nor disagreed with the statement that supervisors are involved in the daily operations of their departments.

The employees were not sure that senior management is aware of the activities in their departments and neither were they sure that job performance evaluations done by their supervisors were fair and based on clear performance standards. A neutral response was

returned from those sampled as to whether there was open communication throughout the work place. A similar response was received when those sampled were asked whether they felt stressed at work, whether they dealt with a manageable workload, whether assignments are delegated fairly and whether they had an opportunity to do a variety of tasks. The employees were also not sure that their supervisors had an open door policy and that there was always a welcoming feeling present. This is evidenced by mean scores of less than 3.5 as in Table 4.11 above.

It is therefore concluded that KCB employees agree that the organization is a good place to work; they also agree that they feel motivated at work, they agree that they have clear well written job descriptions, that they are responsible for planning their work, that they provide valuable service to customers, but they are not sure that important aspects like compensation, praise, respect, supervisor support, involvement in decision making, objective job evaluations, open communication, work related stress, fair work delegation and job rotation are being properly and adequately addressed in the organization.

4.4.1 Relationship between Organizational Supportiveness and Job Satisfaction

The Pearson correlation coefficient between supportiveness and job satisfaction is 0.164 which is significant at 1% level of significance. This implies that those who agree that their superiors support them in their work are also satisfied with their jobs in the organization. We can conclude that there is a positive correlation between job satisfaction and supportiveness. Table 4.12 provides the statistical output on the nature of relationship.

	Correlations	Superior supports me in executing my duties	Overall this organization is a good place to work
Superior supports me in executing my duties	Pearson Correlation	1	.164**
	Sig. (2-tailed)		0.002
	N	357	357
Overall this organization is a good place to work	Pearson Correlation	.164**	1
	Sig. (2-tailed)	0.002	
	N	357	357

Table 4.12: Correlation between organization supportiveness and job satisfaction

4.1.2 Relationship between Emphasis on Reward and Job Satisfaction

The person correlation coefficient between reward and job satisfaction is 0.136 which is significant also at 1% level of significance. This implies that those who agree with reward and recognition based on contribution are equally satisfied with their jobs at KCB. We can conclude that there is a positive correlation between job satisfaction and reward. Table 4.13 gives the statistical summary on the correlation between reward and job satisfaction.

	Correlations	Overall this organization is a good place to work	Reward and Recognition in regard to Contribution
Overall this organization is a good place to work	Pearson Correlation	1	.136**
	Sig. (2-tailed)		.010
	N	357	357
Reward and Recognition in regard to Contribution	Pearson Correlation	.136**	1
	Sig. (2-tailed)	.010	
	N	357	357

Table 4.13: Correlation between work and job satisfaction

4.1.3 Relationship between Innovation and Job Satisfaction

The Pearson correlation coefficient between innovation and job satisfaction is 0.167 which significant at 1% level of significance. This implies that the respondents who agree that the organization encourages and supports innovation were equally satisfied with current work at the bank. We can therefore conclude that there is a positive correlation between ones job satisfaction and organization support to innovation. Table 4.14 gives the statistical summary on the relationship between support to innovation and job satisfaction.

		The organization encourages and supports innovation	Overall this organization is a good place to work
The organization encourages and supports innovation	Pearson	1	.167**
	Sig. (2-		0.002
	N	357	357
Overall this organization is a good place to work	Pearson	.167**	1
	Sig. (2-	0.002	
	N	357	357

Table 4.14: Correlation between support for innovation and job satisfaction

4.1.4 Relationship between Performance Orientation and Job Satisfaction

The respondents who agreed that performance evaluation is done in an objective manner in the bank were equally satisfied with their work at the bank. This is supported by the positive Pearson correlation coefficient of 0.176 which significant at 1% level of significance. As result we can conclude that how the performance evaluation is done has a direct relationship to the job satisfaction. Table 4.15 provides summary of the correlation between performance evaluation and job satisfaction.

		Overall this organization is a good place to work	Performance evaluating is done in an objective manner in my organization.
Overall this organization is a good place to work	Pearson Correlation	1	.176**
	Sig. (2-		.001
	N	357	357
Performance evaluating is done in an objective manner in my organization.	Pearson Correlation	.176**	1
	Sig. (2-	.001	
	N	357	357

Table 4.15: Correlation between performance evaluation and job satisfaction.

4.1.5 Relationship between Stability and Communication to Job Satisfaction

Communication measured here by information sharing does not show significant correlation with job satisfaction at the bank. Therefore we can conclude that how the information is shared within the bank does not have any relationship with an employee being satisfied with their job. In this regard communication is less important in improving employees' satisfaction. Table 4.16 shows the correlation between information sharing and job satisfaction.

		Overall this organization is a good place to work	Information is widely shared so that everyone can get the information he or she needs when it's needed
Overall this organization is a good place to work	Pearson Correlation	1	.086
	Sig. (2-		.106
	N	357	357
Information is widely shared so that everyone can get the information he or she needs when it's needed	Pearson Correlation	.086	1
	Sig. (2-	.106	
	N	357	357

4.1.6 Overall Correlation between Organizational Culture and Job Satisfaction

The researcher sought to find out the overall correlation between organizational culture and job satisfaction. This was critical as the objective of this study was to establish the perceived relationship between organizational culture and job satisfaction of KCB employees in Kenya.

Overall	Organizational Culture	Job Satisfaction
Mean	3.3	3.4
Correlation	0.11	0.11

Table 4.17: Overall correlation

From Table 4.17 above, the overall mean for organizational culture was 3.3 while the overall mean for organizational culture was 3.4. The correlation between organizational culture and job satisfaction received a score of 0.11. The researcher therefore concludes that there exists a positive correlation between organizational culture and job satisfaction

among KCB employees in Kenya. This is evidenced by a correlation score of 0.11 as shown in Table 4.17 above.

This study established that there exists a positive relationship between organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation. These findings are consistent with studies done by Chow et al., (2001), Hellreigel et al., (1974), Wallach (1983), and Sempene et al., (2002). The study however failed to establish the existence of any relationship between the organizational culture dimension of stability and communication and the job satisfaction of employees of KCB.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study set out to establish the perceived relationship between the organizational culture dimensions and job satisfaction among KCB employees in Kenya. The study has indeed conducted an analysis of the organizational culture dimensions and their relationship to job satisfaction of employees at Kenya Commercial Bank. From the study, all the 357 sampled respondents filled in and returned the questionnaires contributing to 100% response.

The study found out that KCB has more female employees than males but the difference is not significant. The study also discovered that a majority of KCB employees are below 39 years of age. It was also found out that a majority of KCB employees have at least a Bachelors degree. This study established the existence of a normal scenario in terms of organizational structure whereby a majority of KCB employees were at the lower end of the organizational structure while fewer were at the higher end. Another finding by this study was that most employees had stayed in their current departments for more than one year.

This study found out that employees generally agreed that they are supported by their superiors in executing their duties and that they receive adequate mentoring from their superiors. The employees were not however sure of whether they were being treated

fairly in the organization and neither were they sure that they were being supported by their co-workers in executing their duties. The study established that a majority of KCB employees were not sure that reward and recognition matched contribution, they were not sure that rewards are based on merit, they were also not sure that there existed equity in reward distribution and that the rewards they received met their personal expectations. Another key finding of this study was that the employees agreed that KCB had a performance oriented culture but they were not sure the organization emphasizes tasks and goal accomplishment, they were not sure that there is a well defined criterion in evaluating performance and neither were they sure that performance evaluation was being done in an objective manner in the organization. Of equal importance was the finding that a majority of those sampled were not sure as to whether the Bank is committed towards innovation.

That aside, the study established that employees agreed that KCB emphasizes permanence and stability but they were not sure that information is widely shared. They were also not sure that there is a proper channel for grievance handling and they were not sure that problem solving is done collectively in the organization. Regarding job satisfaction, the research found out that KCB employees agreed that the organization is a good place to work; they also agreed that they feel motivated at work, they did agree that they have clear well written job descriptions, that they were responsible for planning their work, that they provide valuable service to customers, but they were not sure that aspects important to their jobs like compensation, praise, respect, supervisor support, involvement in decision making, objective job evaluations, open communication, work

related stress, fair work delegation and job rotation were being properly addressed in the organization.

In addition, this study established that the extent to which superior employees support those employees who report directly to them affect job satisfaction. The study also found out that rewarding employees based on their contribution has a strong relationship with job satisfaction. Another finding by this study was that support for innovation is a key contributor to job satisfaction among KCB employees. Finally, the study found out that objective performance evaluation influences employee job satisfaction positively. The study however failed to establish the existence of any relationship between stability and communication and job satisfaction among KCB employees.

5.2 Limitations of the Study

One of the limitations of the study is that it was limited to Kenya Commercial Bank in Kenya. The study did not therefore take into consideration the Business interests of the Bank in other countries other than Kenya. Kenya Commercial Bank operates in Kenya, Uganda, Tanzania, Rwanda, South Sudan and Burundi. The second limitation is that this study did not focus on all the Banks in Kenya but rather limited itself to the case of KCB.

5.3 Conclusions

The study found out that organizational culture dimensions play a major role in KCB as a way of enhancing employees' job satisfaction. The cultural dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation have been found to be positively related to the employees' job satisfaction at Kenya Commercial

Bank. These are areas management can explore so as to ensure that KCB has a motivated work force who feel emotionally attached to the organization.

5.4 Recommendations

Given the complexity of business today, there is need for KCB management to start according the concepts of organizational culture and job satisfaction the seriousness that they deserve. The recommendations of the study include both suggestions to KCB management as well as other organizations that wish to align organizational culture to the job satisfaction of their employees. The overall bank Organization vision and mission statements need to be communicated to all employees. To align organizational culture to the job satisfaction of employees, managers should understand the different dimensions of organizational culture and how they relate to job satisfaction so as to avoid misconceptions.

This study recommends that employees at KCB be given an opportunity to do different tasks. Job rotation should be a policy in the Bank whereby employees should not stay on the same job for more than two years. This is one way of ensuring that the employees are satisfied. The Bank should also ensure that all employees are treated fairly if it wants to enhance the job satisfaction of its employees. Management should also ensure that information is widely shared across the board so that people have the information they need when they need it. The bank must also ensure that it puts in place a proper channel for grievance handling and that problem solving should be done collectively in the organization.

The organization should encourage senior managers to support their junior employees in order to achieve job satisfaction. The organization should focus on rewarding members of staff based on their contribution to the bank. Senior management must also ensure that rewards are based on merit, that there exists equity in reward distribution and that the rewards the employees receive meet their personal expectations. If the bank increases its support towards innovation then employees are more likely to be satisfied with their jobs and ultimately this would lead to higher retention rates within the Bank. It is also recommended that the Bank supports and invests in innovation as this positively influences job satisfaction. Finally the bank should focus on conducting objective performance evaluation so as to achieve employee satisfaction.

5.5 Suggestions for Further Research

The study explored the perceived relationship between organizational culture and job satisfaction at KCB. The researcher therefore recommends this study be replicated to the entire KCB group. This study can also be replicated to the entire Banking sector in Kenya. Further, another study should be carried out to establish the relationship between organization culture and organizational performance.

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APPENDICES

Appendix 1: Letter of Introduction

Peter Musera Omega

Box 58233-00200

Nairobi, Kenya.

0720 961 722

Dear Sir/Madam,

Re: **MBA RESEARCH PROJECT**

I am inviting you to participate in my research project entitled “*The relationship between organizational culture and job satisfaction at Kenya Commercial Bank*”. I hope you will be able to assist me by completing the enclosed questionnaire. All information provided will be treated as private and confidential. It will be solely used for the purposes of my project paper. As is normally in academic research, I shall not disclose the names of individuals who provided me with particular information. All data will be analyzed in a collective manner and not attributed to named individuals.

The survey should take approximately 15 minutes to answer. Your assistance in facilitating the same will be highly appreciated.

Thank you in advance for your time and cooperation.

Yours faithfully,

Peter Musera Omega

Master of Business Administration

University of Nairobi

Florence Muindi

Supervisor

University of Nairobi

Appendix 2: Questionnaire

Section A. Demographic

(Please tick with [X] where applicable)

1. Gender:

Male Female

2. Age [years]:

20-29 30-39

40-49 > 50

3. Highest level academic qualification:

Certificate

Diploma

Bachelor's Degree

Master's Degree

PhD

Other please indicate: _____

4. Designation in your organization

Manager

Section Head

Clerical staff

Contract staff

Support staff

5. Length of service in your present department:

Below 1 year 1-5 years

6-10 years >11 years

Section B. Organizational culture

Organizational supportiveness

(Definition of scale)

1= strongly disagree. 2= disagree. 3= neutral. 4= agree. 5= strongly agree.

Please indicate the degree of your agreement or disagreement with each statement by **circling** the appropriate number at the right.

1. People are treated fairly in my organization

1 2 3 4 5

2. Superior supports me in executing my duties

1 2 3 4 5

3. Co-worker supports me in my organization

1 2 3 4 5

4. People have adequate mentoring from the superior

1 2 3 4 5

Emphasis of Rewards

1. Reward and recognition consistent with individual contribution

1 2 3 4 5

2. Rewards in my organization is based on merit

1 2 3 4 5

3. In my organization there is equity in the distribution of rewards

1 2 3 4 5

4. In my organization the rewards that I receive meets my expectation

1 2 3 4 5

Performance Orientation

1. The glue that holds my organization together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared.

1 2 3 4 5

2. My organization has a performance oriented culture

1 2 3 4 5

3. In my organization there is a well defined criterion in evaluating performance.

1 2 3 4 5

4. Performance evaluating is done in an objective manner in my organization.

1 2 3 4 5

Innovation

1. The organization encourages and supports innovation

1 2 3 4 5

2. Different parts of the organization often cooperate to create change

1 2 3 4 5

3. New and improved ways to do work are continually adopted

1 2 3 4 5

4. I respond well to competitors and other changes in my organization

1 2 3 4 5

Stability and Communication

1. My organization emphasizes permanence and stability, and continuously improving communications between management and staff is stated as an important company objective and is being practiced

1 2 3 4 5

2. Information is widely shared so that everyone can get the information he or she needs when it's needed

1 2 3 4 5

3. There is a proper channel for grievance handling in my organization

1 2 3 4 5

4. Problem solving is done collectively in my organization

1 2 3 4 5

Section C. Job Satisfaction

1= strongly disagree. 2= disagree. 3= neutral. 4= agree. 5= strongly agree.

(Please tick with [x] where applicable)

		1	2	3	4	5
1.	I feel fairly compensated for my work.					
2.	If I put extra effort into my work, someone will notice.					
3.	I work in an environment where there is cooperation and respect.					
4.	My supervisor cares about my personal needs.					
5.	Problems in the workplace are addressed quickly and adequately.					
6.	My supervisor praises employee suggestions that aid in solving organizational problems.					
7.	Supervisors are involved in the daily operations of my department.					
8.	Senior management is aware of activities in my department.					
9.	Job performance evaluations done by my supervisor are fair and based on clear performance standards.					
10.	There is open communication throughout the workplace.					
11.	I have a clear well written job description.					

	<i>Job Satisfaction</i>	1	2	3	4	5
12.	The organization's mission and vision is realistic, clear, and attainable.					
13.	My fellow employees know how to get the job done					
14.	I am responsible for planning my work activities.					
15.	I feel motivated at work.					
16.	I provide a valuable service to clients					
17.	I work in a team environment					
18.	I feel stressed at work					
19.	I deal with a manageable workload					
20.	I use my professional skills (education, training) regularly					
21.	Work assignments are delegated fairly					
22.	I work in a safe and comfortable environment					
23.	Training for my position is clear and helpful					
24.	I have the opportunity to do a variety of tasks					
25.	My supervisor has an open door policy and there is always a welcoming feeling present					
26.	Overall this organization is a good place to work					

This is the end of the questionnaire.

“Your time and effort are kindly appreciated”

Appendix 3: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.