

**INFLUENCE OF DIMENSIONS OF JOB SATISFACTION ON EMPLOYEE  
PERFORMANCE IN KENYA AIRWAYS PUBLIC LIMITED COMPANY**


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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND  
MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI**

**2023**

## DECLARATION

This research project is a unique piece of work undertaken by me and has not been previously submitted for any academic recognition or credit in any other educational institution.


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Date: 21st November 2023

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D61/10443/2018

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

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Date 20<sup>th</sup> Nov. 2023

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## **DEDICATION**

I want to express my gratitude to the All-Powerful God by devoting this study to him, since it is to him that I owe all the credit and honor for it. I also thank my parents, siblings, fiancé, and a select group of friends for their unending encouragement and understanding that made it possible for me to enroll in this MBA program, as well as for their prayers and support. I dedicate this project to all of them.

## **ACKNOWLEDGEMENTS**

The successful conclusion of this study would not have been possible in the absence of the contributions made by a wide variety of individuals. My supervisor, Professor Peter K'Obonyo, deserves my utmost gratitude for all the ways in which he has contributed to the accomplishment of this project by his expert advice, enthusiastic support, insightful criticism and remarks. I also thank Dr. Margaret Kariuki who moderated my work, the faculty heads and secretariat for their professionalism and support. My fieldwork would not have been successful without support of Chief People Officer of Kenya Airways, Academy leads, and colleagues who provided the data. I am very grateful to my parents for all the prayers, funds, and spiritual support they have given me during my education; may the all-powerful God shower you both with his plentiful blessings. In addition, I would like to extend my deepest appreciation to my fiancé and a few other close friends who encouraged me, provided a positive atmosphere for me to work in, and helped me maintain the drive to see this project through to its conclusion.

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## **ABBREVIATIONS AND ACCROYNMS**

**CEO-** Chief Executive Officer

**CMA-** Capital Markets Authority

**HRM** – Human Resource Management

**KLM-** Koninklijke Luchtvaart Maatschappij

**KPMG-** Klynveld Peat Marwick Goerdeler

**KQ-** Kenya Airways

**SPSS-** Statistical Package for Social Sciences

**USA** -United States of America

## **ABSTRACT**

The study objective was to investigate the relationship between job satisfaction and employee performance at Kenya Airways. The research focused on understanding the perceptions and feelings of employees regarding their job and how these feelings might correlate with their individual and collective performance outcomes. The data collection process involved distributing questionnaires to a total of 150 respondents from Kenya Airways. During the inquiry, 135 respondents completed and returned the questionnaires, resulting in a robust response rate of 90%. The research employed descriptive statistics to analyze data collected from employees at Kenya Airways through a questionnaire-based survey. Through the utilization of descriptive statistics, the study found out that job security practices, effective promotions, good working conditions as well as recognition at work led to job satisfaction and high employee performance. As such, this research contributes to the understanding of the pivotal role that job satisfaction plays in shaping employee performance within Kenya Airways. The analysis revealed that workers enjoy work when they have good relationship with their managers, as well as when there is a good package of benefits attached to their job. It also indicated that when workers have rights and freedom in their operations, there is incredible increase in their work performance. Employees love working in a team and they work best when accorded the freedom to work without strong supervision. Work improved in terms of efficiency and effectiveness when employees were accorded the freedom to work without pressure. The findings offer valuable insights. It is therefore important that Kenya Airways management focus on job satisfaction of their employees to improve their performance and overall organizational success.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the Study**

One of the most important factors in determining whether an organization is successful is the performance of its workers in reaching the goals of the firm. According to Shmailan (2016), an organization's workforce should have their individual requirements and preferences recognized and taken into consideration in order to achieve high levels of performance. According to Muhammad and Wajidi (2013), one of the most important elements that affects the performance of human resources is how satisfied an employee is in their job. Employees yield different levels of performance according to their satisfaction level (Arif & Chohan, 2012). They are significant resources in organizations since they are key components that propel organizations in achieving their objectives (Kiruja & Mukuru, 2018). According to Arif and Chohan (2012), great work is often correlated with people who are content with their jobs. This implies why human resource management provides opportunities for workplace promotions, training and skills development. According to the opinions of Inderman and Bayat (2013), every company is worried about the links between employee and satisfaction level since it is a crucial problem in relation to the performance of the business. Performance of workers is the single most important factor determining the success of any firm.

According to Roberts (2002), controlling employee performance in businesses is based on goals that are spelled forth in overall and individual performance contracts. These contracts provide the framework for monitoring employee performance. In addition, elements like promotions, job stability, and recognition, among many others, all contribute to higher

performance, which in turn leads to increased work satisfaction. For instance, employees subjected to promotions will work harder since the employees have been motivated by being given greater responsibilities compared to previous positions, higher status and better salary in places of work.

The motivation that comes from being recognized for one's efforts is another factor that contributes to overall job satisfaction. An effective way to influence others, as suggested by Brun and Dugas (2008), is to answer questions with constructive criticism and evaluate an employee's contribution to their work on a regular basis. According to Bowen (2016), when workers are appreciated for their efforts, they are more likely to engage in behaviors that lead to improved performance. Employee recognition, as defined by Harrison (2005), consist of promptly casual or official recognition of a person's actions, contributions, or transactions that contribute to the success of the company. This may happen in open discussion.

Both the Hertzberg two-factor theory and the equity theory were used in this study as a result. The Two-Factor Theory was created in the 1950s by psychologist Frederick Herzberg. The Motivation-Hygiene Theory and Dual-Factor Theory all refer to this concept. The idea proposes two classes of factors that may influence employees' motivation and contentment in their jobs. The aspects of hygiene and inspirational factors are included in this theory.

### **1.1.1 Job Satisfaction**

While Simatwa (2011) defines job satisfaction as when an employee's personal requirements are met in the workplace, Kalpana (2013) defines job satisfaction as

fundamental components of work life and one of the primary variables that have effect on the employee's performance. Both definitions of job satisfaction can be found in the references listed below. In addition, it is made up of the beliefs and emotions that people have towards their occupations, which in turn have an effect on the quality of their working life or their experience of work (Helmi & Abunar, 2021). According to Judge et al. (2001), one of the most undeniable and widely regarded principles in human resource management is the concept of job satisfaction. This concept is bound by attitudes toward work and organizational commitment. This not only preserves productivity by keeping the staff consistently engaged and motivated (Simatwa, 2011), but it also guarantees that the correct workers are hired and kept in a company.

According to Linz (2002), who conducted research on job happiness among Russian employees, it is presumed that having a good attitude towards work and stronger organizational engagement boosts job satisfaction, which in turn enhances performance. In addition, it has a significant role in regard to the performance of employees, the welfare of employees, and the companies themselves (Dugguha & Dennis, 2014). According to Kuria (2011), an employee's level of work satisfaction and productivity is directly correlated with the amount of job stability, recognition, chance to influence choices, and promotions that are provided by their employer. This suggests that once people are motivated, they become content with their jobs and devoted to carrying out their responsibilities, so contributing to the accomplishment of the goals of the organization for which they are working.

According to Heath (2009), the quality of the environment in which individuals conduct their jobs has an effect on their level of motivation, and therefore, their performance and the organization's degree of competitiveness. According to Humphries (2011), successful

management of the working environment requires providing employees with a setting that is aesthetically pleasing, ergonomically sound, emotionally fulfilling, and professionally stimulating in order to instill in them a feeling of pride in their place of employment. This view is an implication that employee performance depends largely on the physical condition of the working environment.

### **1.1.2 Employee Performance**

According to Purcell and Hutchison (2007), the performance of employees is a primary issue that has a direct impact on the overall success of all competitive organizations worldwide. According to Portoghese et al. (2011), one of the most significant difficulties in the administration of organizations has been dealing with poor employee performance. According to Lee and Wu (2011), the primary purpose of any business organization is to discover and implement efficient methods of motivating people to attain and provide greater levels of job performance while also increasing the firm's level of competitiveness. According to Pushpakumari (2008), the success of any firm is dependent on the performance of its employees, and hence on their level of work satisfaction. According to Sonnentag and Frese (2002), the likelihood of high productivity increases in proportion to the level of performance achieved. According to Simatwa (2011), an organization's overall success is dependent on the efforts of each and every one of its employees. As a result, increasing productivity now depends more than ever before on the efforts of individual workers inside an organization (James, 2012).

Robbins and Judge (2012) state that better levels of life happiness are linked to employee performance strategies, which in turn leads to higher work yields. In addition, in order for

any commercial enterprise to make optimal use of its human resources, an efficient employee performance management system is an absolute must. The 2017 book Khakali. However, it is becoming more difficult for businesses, especially those in the aviation sector like KQ, to maintain high levels of employee satisfaction for a variety of reasons (Portoghese, et al., 2011). These reasons include manager-employee interactions, competitiveness, and employee expectations, to name a few. Based on this data, researchers hypothesized that job satisfaction may play a role in employee performance, and they found a strong correlation between worker happiness and business success. According to the findings of a large number of researchers, when workers are very pleased in their professions, not only do they perform better, but they are also less likely to quit their positions (Zain, 2017). Skibba (2002) claims that workers' happiness on the job correlates with their performance at work, and that this relationship works both ways.

### **1.1.3 Kenya Airways Public Limited Company**

Kenya Airways Public Limited Company is one of the largest airlines in Africa despite challenges and competitors such as the Etihad Airlines, British Airways, Emirates and Qatar Airways (Ng'ang'a, 2012). Despite KQ's extensive operations on a network of over 42 destinations across Kenya, Africa, Asia, Europe and the Middle East, it has continued to be infiltrated by more advanced foreign airlines, a situation in which customers' loyalty is an indispensable need (Kama & Stanley, 2015).

Kenya Airways had go-slows whereby the pilots' trade union opposed the hiring of non-native pilots and the technical engineers something that led to wrangles over changing shift patterns thus affecting job performance negatively (Ng'ang'a, 2012). As a result, the

purpose of the research was to investigate the connection between being happy in one's employment and how well one does their job at Kenya Airways Public Limited Company. In particular, the emphasis of the research was on factors relating to promotions, job security, the working environment, and recognition.

## **1.2 Research Problem**

Effective job satisfaction practices are important in promoting employee performance (Hussin, 2011). Korir and Ndegwa (2020) opine that job satisfaction has been ignored in many organizations as a precursor to employee performance and goal achievement. According to Khan et al. (2011), a lack of advancements and remuneration, poor working conditions, and low job security all have a negative impact on job satisfaction. The inference here is that the success of a company is put in jeopardy when that company does not place a high focus on the well-being of its personnel. It is essential for businesses to implement efficient levels of work satisfaction in order to boost the performance of their personnel.

Khakali (2017) carried a research to investigate the elements that influence job performance among workers working in the airline business in Kenya. As a consequence of this, the airline does not pay its workers in accordance with the obligations and responsibilities that they have accomplished. The study established that KQ human resources department does not have good policies and an effective work environment. According to Ng'ang'a (2012) the company does not have proper updated human resources policies and collective bargaining agreements adapted to the current situation. It also does not involve all employees in decision making. According to Obonyo and Makhamara (2021), in recent years KQ has had a lot of problems as a result of a decreased rate of



productivity for their workers and a high turnover rate for its technical staff. This has been caused by an increased level of dissatisfaction as a result of poor pay, strikes, safety issues, slow career progression, and hiring of expatriates. Obonyo and Makhamara (2021) believe that this has been the case. In addition, the airline was formerly subject to go downs, which occurred when the pilot's union objected to the employment of expatriate pilots, when engineers objected to job evaluations, and when disagreements arose over altering shift patterns in the workplace.

In a similar vein, Wanjiku (2011) performed a research that focused on the elements that contribute to employee job satisfaction at Kenya Commercial Bank (KCB). The study highlighted the central role that attractive working circumstances play in cultivating employee value. Furthermore, Nyunza (2019) studied the effects of workplace stress on productivity at Kilimanjaro International Airport. The findings of this study highlighted the negative impact that job stress has on the advancement made by employees. It is important to note that these investigations were conducted prior to 2023. However, these studies mostly focused on the banking sector and the other based outside Kenya.

Based on the research that was just presented, one might make the case that very few studies have been undertaken on the effect that work satisfaction has on the performance of KQ employees. The banking sector was the primary subject of most research conducted in the past. Moreover, most of the research relied on a cross-sectional design and were conducted in locations atypical of Kenya. This results in differences in methodology and context as well as concepts. The study's goal was to determine whether and how employee delight at Kenya Airways affected their performance. The study's goal is to determine whether there is a correlation between job contentment and competence at Kenya Airways.

### **1.3 Study Objectives**

The general objective of this study was to explore the influence of job satisfaction on employees' performance at Kenya Airways Public Limited Company.

Specifically, the research sought to:

- i. To establish the influence of work environment on employee performance at Kenya Airways Limited
- ii. To determine the influence of promotion on employee performance at Kenya Airways Limited.
- iii. To establish the extent to which recognition influences employee performance at Kenya Airways Limited
- iv. To examine the influence of job security on employee performance at Kenya Airways Limited.

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

The research on the effect of work satisfaction on employee performance at Kenya Airways Public Limited organization will be crucial because it will highlight some of the elements that boost job satisfaction on employee's performance inside the organization. This will allow for a better understanding of how job satisfaction influences employee performance. From the point of view of those who work in the field, the research is going to assist the KQ human resources management in developing appropriate strategies that will boost performance. Moreover, it will recommend the appropriate practices and enhancements to be used by KQ human resources management in order to improve its good relationship with employees and provide them a favorable work environment thus job satisfaction. Within the aviation sector in Kenya, this will encourage behaviors that are connected with

increased employee satisfaction.

The findings of the research will also be important to the decision-makers in the nation since they will provide them with information on how to enhance policies pertaining to the management of human resources. It will further inform the policy makers on ways to embrace employee activities and improve success in the airline industry. This will encourage company employees to ensure that organization of the company runs smoothly as well as to improve human resources management policies. This study will also provide future researchers with a contribution to the existing body of information addressing the relationship between work satisfaction and employee performance. The outcomes may be of interest to researchers who may seek to further investigate whether issues pertaining to policy and management practices such as employee engagement influence job satisfaction in the airline industry.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter delved into the theoretical underpinnings and conceptual framework. Additionally, this paper provided an overview of the existing academic research pertaining to the many aspects of work satisfaction and employee performance, specifically focusing on the independent and dependent factors involved.

### **2.2 Theoretical Foundation**

Rudasill et al. (2017) argues that the study's theoretical basis is accountable for giving the framework and supports for the study's logic, problem statement, purpose, and importance of the research questions. According to Grant (2014), theories provide the basis for literature review, methodology and analysis. The study therefore, adopted Herzberg two-factor theory and equity theory.

#### **2.2.1 Two Factor Theory of Motivation**

The two-factor theory developed by Frederick Herzberg served as the foundation for this research. According to this theory, job satisfaction is influenced by elements known as motivation and hygiene, which are responsible for determining the working attitudes and levels of performance of workers (Robin, 2009). According to Herzberg, Mausner, and Snyder's (1959) explanation, the idea is predicated on the fulfillment of employees' needs and a focus on how those needs might be met most effectively. This study tests the theory that workers' satisfaction with their workplaces has a significant impact on their output. In addition, it was predicated on the hypothesis that elements relating to hygiene and motivation are significant contributors to job satisfaction in the workplace. According to Herzberg, Mausner and Snyderman (1987), there are various motivator factors that are

determined by internal rewards to employees hence making them work harder thus high productivity. This includes hygiene and motivational factors. The motivation factors further explained how job achievement, growth, responsibility, advancement, recognition and work lead to high levels of job satisfaction or dissatisfaction (Tirmizi *et al.*, 2008).

On the other hand, there are hygiene characteristics that are important for the presence of incentives at workplaces, and more particularly, conciliating workers, which ultimately leads to them being satisfied and motivated to fulfill their obligations (Maidani, 1991). In addition, Robin (2009) claims that they are linked to employees' job assignments, even though they do not lead workers to experience good long-term job satisfaction. According to research done by Tirmizi *et al.* (2008), variables that affect hygiene include business regulations, supervision, remuneration, interpersonal relationships and working environment. However, research conducted by Herzberg and colleagues in 1991 found that although these aspects are important for employee happiness, they are not sufficient on their own. Most of the time, rather than focusing on the elements that motivate them, workers prioritize aspects related to hygiene factors.

Because these two groups of variables function in distinct sequences, the application of the two-factor theory to this research allowed the researchers to demonstrate that it is possible for workers to feel both happy and unsatisfied at the same time (Kian *et al.*, 2014). Therefore, to attain happiness, it is necessary to strike a balance between the variables of hygiene and motivation. This theory was important to the current research because it acknowledges that workers have two types of requirements, both of which should be met by the company for which they are working. These needs are financial and social. The

theory guided the researcher in determining factors that led to job satisfaction at Kenya Airways.

The contribution of two-factor theory to the study is that it illustrated how employees are motivated to greater duties at work such as planning and controlling hence high satisfaction. In addition, this theory was pertinent to the research since it explained why high levels of employee satisfaction are associated with high levels of organizational productivity in any given business. On the other hand, other researchers (Tirmizi et al., 2008) believe that the idea is less applicable to people whose professions require little expertise or who have employment terms that are not very attractive. Amoako (2011) also finds fault with the idea, arguing that it fails to consider individual variations and instead generalizes that all workers respond in the same way to changes in motivating-hygiene elements. Finally, the two-factor theory contributed to this study since it acted as reference frame for Kenya Airways Public Limited human resources managers to understand job satisfaction of their staff and related job performance issues.

### **2.2.2 Equity Theory**

The research was directed by Stacy James Adam's equity theory, which claims that workers evaluate and contrast their own input-outcome ratio with the ratios of others (Robin et al., 2008). This theory served as the study's theoretical foundation. According to Zafarullah and Pertti (2017), the equity theory presupposes that employees evaluate their responsibilities, actions, and perks associated with employment with those of others in the company. This viewpoint suggested that workers evaluate the rewards they obtain in accordance to the amount of effort they put into their work (Al-Zawahreh & Al-Madi,

2012). Therefore, workers analyze their own ratio of results to inputs, as well as that of their peers, to determine whether or not the firm for which they work is treating them fairly. Furthermore, employees compare individuals who hold comparable jobs but work for other companies.

Further, equity theory focused on the link between an employee's labor and the remuneration that they received, as well as the employee's efforts to reduce any feelings of injustice that may have been the outcome (Gogia, 2010). According to Skiba and Rosenberg (2011), the idea posits that an individual's level of motivation is determined by how they believe their organizations treat them in the workplace, particularly in comparison to the treatment of others. The hypothesis, as outlined by Redmond (2010), suggests that workers have the option of leaving their positions anytime equality is not restored via improved outcomes or lower inputs. However, this can be done by reducing the effort they put into their jobs. The contribution of the theory to this study was to illustrate how human resource management will learn employee's behavior and possible factors that might affect their performance in the workplace. According to Tudor (2011), the idea outlined certain actions that workers do that have an impact on their level of performance in relation to how satisfied they are. In addition to this, it discusses the uneven treatment of workers inside a firm and the impact that this has on the overall motivation of the workers (Parikh, 2019).

However, the equity hypothesis has been criticized on the grounds that different people's relationships, resources, environments, and personality attributes make it impossible to reduce them to a standardized input-output analysis. Additionally, equity theory has been challenged for its inability to offer any forecasts about overpaying situations or how

workers would respond to those conditions. In addition to this, it does not consider the individual variations that have a direct influence on equity (Bhasin, 2020). The theory has one significant flaw, which is that the reaction to low payments may not be the same as what is expected by the theory. This is particularly true in the case of individuals who accept low payments. One of the shortcomings of the theory is that it does not take into consideration other aspects of motivation, such as recognition (Parikh, 2019). Bhasin (2020) study with 50 (fifty) employees revealed that when managers increased wages to specific employees, their performance was high. The employees whose wages were not increased felt that they were not treated well and did not perform well due to lack of motivation. According to Tudor (2011), the idea outlined certain actions that workers do that have an impact on their level of performance in relation to how satisfied they are. In addition to this, it discusses the uneven treatment of workers inside a firm and the impact that this has on the overall motivation of the workers (Parikh, 2019).

### **2.3 Job Satisfaction and Employee Performance**

According to Eggemeier (2011), an individual's degree of job satisfaction may be affected by how much they are paid relative to how much labor they put in. Monetary compensation is the primary element driving employee happiness, and there is a beneficial connection between remuneration and achievement, pursuant to findings by Frye (2004). In their comprehensive research on the hypothesis that high performance leads to job satisfaction, Sonnentag et al. (2008) found that job performance is the root cause of job satisfaction due to the fact that it has an effect on one's self-esteem.

Employee contentment appears to be correlated with pay, according to research by Nguyen et al. (2003). Similar research was undertaken by Josephat and Ismail (2012) to quantify



an employee's outlook on their job and the company they work for. They found that workers' attitudes about their jobs were affected by their level of satisfaction, their ability to take initiative, their sense of belonging on a team, their willingness to speak freely, and their rapport with their managers. According to Banerjee and Mehta (2016), a high incidence of absenteeism is the root cause of low performance levels among workers since they are dissatisfied with their jobs. According to Carter and Shelton (2009), an individual's capabilities, the working environment, and the working motivation of an employee may all impact the performance of the employee.

Similarly, Volkwein and Zhou (2003) assert that safety in any working environment and good relationships amongst employees of all levels can largely satisfy the employees. This can be done through involving employees to take part or participate in decision making of organization policies. According to Kuria (2011) employees can only get satisfied with their job and perform well once assured of job security, recognition, promotions and working in an environment that is conducive. The following factors discussed below are important in promoting employee job satisfaction levels.

### **2.3.1 Work Environment and Employee Performance**

Several factors in the workplace, including compensation, hours worked, workers' level of independence, the company's structure, and the quality of communication between employees and management, may influence whether people like their jobs, as reported by research by Lane et al. (2010). In a similar vein, Bakotic and Babic (2013) discovered that dissatisfied workers are the result of working in challenging environments. Tamessek (2009) conducted further research to investigate how employees' perceptions of their work

surroundings affect employee commitment and turnover rates within the business. The study's results suggest that employees will be more satisfied and dedicated to their jobs if they are provided with a welcoming and empowering workplace.

Chandrasekar (2003) found that employees' productivity is affected by the environment of their job. The results of a case study by Khakali (2017) on the factors affecting job performance among employees in Kenya's airline industry show that all respondents agree that the workplace has an impact on performance, with 39% saying it has a "very great" impact and 52% saying it has a "great" impact. According to Ismail et al. (2010), office employees' performance is affected by their immediate surroundings at work. It is inferred that the physical characteristics of a working environment have a direct influence on the productivity and performance of the workers, according to this point of view of the topic. This implies that a favorable workplace improves the workers' physical and mental capabilities in performing their duties whilst unfavorable workplace environment leads to employee stress.

Majority of the workers, 26%, rated their physical working environment as moderate, according to the findings of a research that was conducted by Bushiri (2014) on the effect of the working environment on the performance of employees. This finding suggested that employees are moderately influenced to remain in the office and work. According to the findings of the survey, another 22 percent of workers believe that the physical conditions of their workplace make it impossible for them to remain in the office and do their jobs in a relaxed manner. On the other hand, Wright and Davis (2003) used a total of 267 workers as participants in their investigation of the relationship between the work environment and the level of job satisfaction experienced by New York state employees. According to the

findings of the research, work satisfaction might be adversely impacted by routine, although task specificity and staff development can boost it. On the other hand, Koustelios (2001) investigated on the levels of job satisfaction of 354 teachers working in 40 Greek schools. The findings showed that the working environment was the primary factor in the teachers' increased levels of job satisfaction.

Mandhanya (2015) conducted research on how workers who are provided with a supportive atmosphere at work may make the most of their capabilities and achieve substantially higher levels of performance. According to Stephen and Sandra (2004), the research used a cross-sectional design, and it was shown that managers should focus on reducing causes of discontentment from the workplace in order to keep people occupied, productive, and pleased. On the other hand, as a result of the talks, the purpose of the research was to investigate the influence of KQ's working environment on the performance of its workers.

### **2.3.2 Promotion and Performance**

Promotions can lead to various forms of monetary or non-monetary incentives such as extra time off, gifts, work flexibility and being allocated more responsibilities. Kim (2008) noted that rewards could be utilized positively to enhance performance of employees. Further, Otera (2018) states that incentives are often thought to be based on salary and promotion. Moreover, there are employee promotion approaches that provide employees with the opportunity to develop their skills which can contribute to career growth and achievement within the organization (Brian, 2001). Using an exploratory research methodology, Christina (2014) looked on the effect that higher rankings have on productivity for Tanzanian municipal council workers. The study found that municipal council employees'

productivity increased significantly after receiving a promotion. Further analysis of the data revealed that staff productivity, individual performance, and overall efficiency of city council workers all increased once promotions were implemented.

Tadesse (2017) used an exploratory research methodology using data from Dashen Bank, he examined how internal promotions affected workers' happiness on the job. The study was conducted in 2017 and the participants in the research totaled 330 people. In addition, the methodology for selecting the sample size included both simple random sampling and sampling at points of convenience. According to the findings of the research, promotion policies and employee expectations about promotions have a considerable impact on both work satisfaction and employee performance. In addition, Noor and Silitonga (2018) chose ninety-three workers from the Pt. Harapan Mulia Berkah Tangerang regency for their research on the association between promotion and performance. They used a descriptive research method for their investigation. According to the findings, a promotion at work has a significant impact on both the level of dedication to the company as well as its overall performance.

In addition, Kostea (2012) came to the same conclusion after doing research on the topic of work satisfaction and promotions in the context of industrial relations. He found that promotion is directly proportional to employees' levels of job happiness. In addition, Mokaya et al. (2013) investigated the link between employees' levels of job satisfaction and the working circumstances they are provided with in the hotel business in Kenya. According to the findings of the survey, worker contentment with promotions was scored at 79%, second only to employee compensation in importance. There was a statistically substantial correlation between employee happiness and career advancement. Promotions

are crucial to any business, as determined by the results of a study by Anitha (2014) on the elements that affect employee engagement and the impact these factors have on employee performance. The study revealed that promotion is significant since the employees are trusted and recognized in their ability and skill to take charge in higher positions within the firm. However, this study was done in late 2014 and things have changed since then.

### **2.3.3 Employee Recognition and Performance**

Every organization needs to have policies on employee recognition that will guide managers as they lead their juniors. An employee appreciation strategy may assist keep good workers around and push underachievers to adapt to new circumstances, as stated by Harrison (2005). Adembo (2013) argues that raising morale in the workplace is dependent on a well-implemented employee recognition function. Personal recognition, recognition of work practices, acknowledgement of job devotion, and recognition of results were the four perspectives or practices that Brun and Dugas (2008) noted when discussing employee recognition. Personal recognition was shown to be the most prevalent type of employee recognition. These approaches acknowledge employees as fully developed people who are also capable workers who can be devoted to their employment by spending time and energy to fulfill their responsibilities professionally and generate measurable outcomes.

The purpose of employee recognition, according to Nyakundi, Karanja, Charles, and Bosibori's (2012) research on the topic at Kenyatta National Hospital, is to show workers that their efforts are appreciated and valued. This, in turn, boosts morale, loyalty, and the likelihood that workers will remain with the company. In addition, Trent, Tyson, and Jacob (2013) asserted that recognition was a significant factor in the level of employee

engagement. As a consequence of this, acknowledgment of performance strengthens the connections that exist between managers and workers, and it pushes people to achieve the highest levels of productivity possible. In a study that came to a similar conclusion, Christiane, Robert Bradler, Susanne, and Susanne Similary showed that providing public appreciation to workers led to a statistically and economically significant improvement in productivity.

In addition, the research conducted by Manjunath and Rajesh (2012) demonstrated that workers have the capacity and expertise to achieve greater performance if and only if they are motivated by employee appreciation. Many businesses have a variety of employee recognition programs in place, such as rewards based on performance, the distribution of certificates of distinction, the celebration of work anniversaries with gifts and incentives, the inclusion of employees in corporate bulletins and newsletters, and the opportunity to dine with the Chief Executive Officer (CEO). On the other hand, Ndungu (2017) conducted research at Kenyatta University to investigate the impact that awards and recognition have on the overall performance of employees. According to the findings, better levels of job performance may be achieved at Kenyatta University if management were to put a greater emphasis on rewarding and recognizing employees. This would have the potential to have a good influence on the university personnel.

#### **2.3.4 Job Security and Performance**

According to Makhdoom, Nawaz, and Abbasi's (2019) research, the most significant factor that influences an employee's decision is their perception of their job's stability. In addition, they claim that the level of job security inside the organization has a substantial bearing on

the overall performance of the group. They stated that the greater the degree to which workers experience a high level of job security, the greater the likelihood that they will successfully accomplish their role, which will then be reflected in the performance of the business. According to Majumder (2012), a crucial factor that brings workers' connection with a business is the provision of job stability. According to Sanyal et al. (2018), majority of prosperous companies that have achieved high levels of efficiency and performance have ensured that their workers have stable employment. According to James (2012), workers who feel unprotected in their current positions are less likely to trust their employer in the future, which has a negative effect on productivity. It was established that when a person has a high level of job security, that employee is more likely to successfully do his or her task, which in turn is likely to reflect positively on the business in terms of its performance.

Adebayo and Lucky (2012) stated that organizations with secure employment are those that retain their workers or those with job continuity; those that are backed up with indefinite contract and organizations where employees have possibility of keeping their jobs for long period of time. More than 75% of those who responded to a KPMG (2010) survey on the issue of job security listed job security as the most essential element to consider when searching for employment. This is likely due to the uncertain nature of the economic situation. Furthermore, as a consequence of the recession, 67% of respondents preferred working for a public or nonprofit organization over a private firm. According to research conducted by Fey et al. (2000) on 101 Western businesses with a presence in Russia, job stability is the most important predictor of human resource outcomes for non-managerial staff, and there is a positive correlation between job security and employee

performance. The researchers also noted that human resource outcomes were best predicted by job security for non-managerial employees.

Research that was conducted by Kutesera (2017) on the implications of job security on staff performance at First Banking Corporation Limited owing to the failing economy of Zimbabwe and the resultant tremors in the banking industry because of this underperformance. Research was conducted using a qualitative research technique and a case study approach so that the impacts of job security on employee performance in such an environment could be evaluated. The research's objective was to determine how job security affects employee productivity. According to the results, the economic slump had a significant impact on the stability of people's jobs. Furthermore, it was shown that job security was the primary factor impacting employee performance at FBC Bank Ltd. This was due to the fact that workers were demotivated by low levels of job security. The data also demonstrated that employee mobility within the banking industry was caused by the low levels of job security that were prevalent. According to Shazali (2011), when workers are given the assurance that they will have their jobs in the future, they do not hesitate to put in long hours toward the achievement of the organization's goals. However, Scheurs et al. (2012) are of the opinion that as job security weakens, employees become unable to achieve the expectations and goals of the company in their day-to-day responsibilities. In addition, providing workers with assurance that they will keep their jobs encourages loyalty to the company, which in turn results in increased productivity on the job. Several more research, like the one by Ahmed et al. (2017), have validated the hypothesis that employees who are content with the amount of job security have contributed more to the business via individual performance.



In addition, Reisel et al. (2007) found that job insecurity has a direct influence on the performance of organizations, which poses a danger to the integration of employee efforts that are necessary to accomplish organizational objectives. In addition, Richter (2011) found that the detrimental influence of workers' perceptions of their job security may be seen from both an individual and an organizational point of view. From an employee's point of view, this might have a detrimental impact on their health and well-being, while from an employer's point of view, this could have an adverse effect on their work habits and attitudes. As a result, the primary objective of this research was to investigate the factors that contributed to employees' levels of work satisfaction at Kenya Airways Public Limited Company.

#### **2.4 Summary of the Literature and Research Gaps**

The notion of employee incentive and recognition programs, as well as the influence these programs have on the motivation and performance of workers, was investigated in several studies. (Majumder, 2012) reports that other research is being conducted all over the world on the topic of the connection between work happiness and employee performance. In addition, these studies have focused a great deal of emphasis on the ways in which the programs in question contribute to the accomplishment of organizational objectives (Richter, 2011). Ndungu (2017) conducted research at Kenyatta University to investigate the impact that awards and recognition have on the overall performance of employees. He said that if the administration of Kenyatta University were to put a greater emphasis on reward and recognition, there may be a subsequent good influence on university workers, which would result in improved levels of job performance. An Analysis of the Service-Profit Chain was another topic that Emerson (2007) researched. This time, he looked at

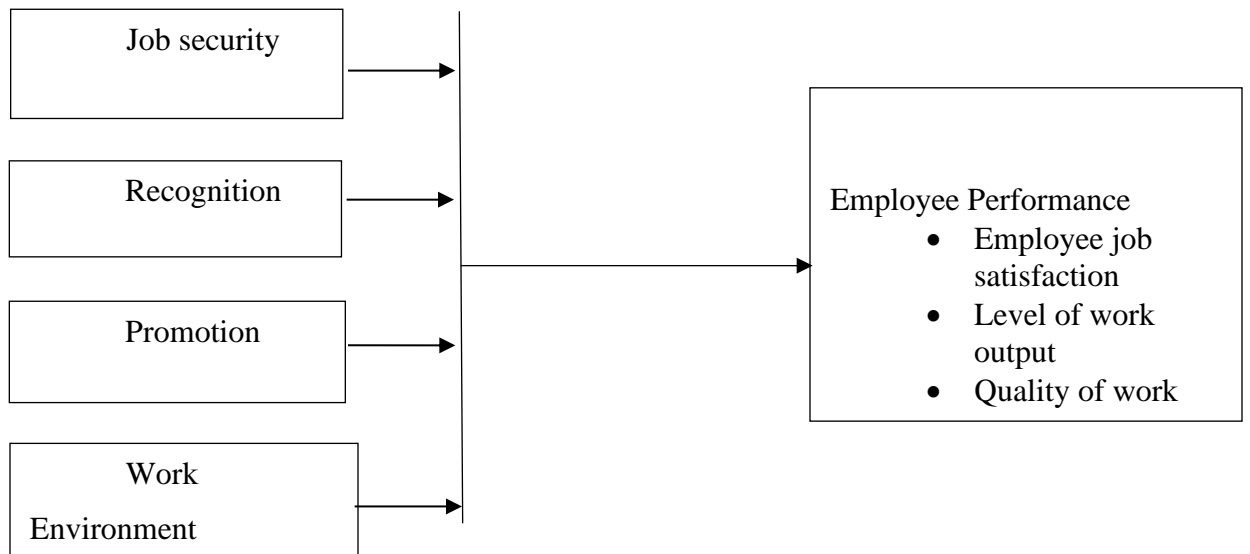
how the delight of employees and customers affected the profitability of businesses. However, studies looking into the link between job contentment and performance are few, and none have been done in the Kenyan aviation industry, according to a study of the relevant literature.

## 2.5 Conceptual Framework

Conceptual framework, as defined by Maxwell (2005), are diagrams showing how one variable is related to another. Employee performance was the dependent variable and job happiness was the independent variable in this study.

**Figure 2.1: Conceptual Model**

### Job Satisfaction



**Source: Researcher (2023)**

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

This section offered an overview of the study strategy, the studied population, the sampling strategy, and the data collection and analysis methods. The study only looked at how performance and job contentment affected each other at KQ. Specifically, the study focused on how job security, recognition, work environment and promotions influenced employee performance at KQ.

### **3.2 Research Design**

According to Cooper and Schindler (2006), a descriptive survey research approach was adopted since doing so would allow for the most thorough exploration and description of the dependent variable. A detailed and all-encompassing description, which was necessary for the investigation, was provided by the design. It centered on providing responses to queries such as "how," "what," "when," and "where." The use of this design allowed for the establishment of any possible correlation between the dependent and independent variables, as well as the determination of the relationship between those two variables.

The study mostly relied on questionnaires as its major source of data collection and analysis. The technique of conducting a survey was chosen for the research project since it made it possible to gather a substantial quantity of information from a large population (Odembo, 2013). According to Saunders et al. (2009), this methodology gives researchers the ability to gather quantitative data that may then be examined quantitatively via the use of inferential statistics.

This study set out to answer the question, "How does job satisfaction affect performance at Kenya Airways Public Limited Company?" The focus of the research was on determining the role that various organizational context variables have in shaping employee performance at Kenya Airways Public Limited Company (Kenya Airways). This study was undertaken to learn the impact of things like employment stability, a pleasant workplace, opportunities for advancement, and public acknowledgement have on workers' performance. This study used a research strategy known as quantitative research. A questionnaire is used to gather information in quantitative studies. The study's goal is to learn how satisfied workers at KQ fare in terms of performance.

### 3.3 Target Population

The participants in this research were all KQ staff members from across all departments at the Jomo Kenyatta International Airport head office in Nairobi. The study targeted all the 3,479 employees from the twelve departments.

**Table 3.1: Study population**

<b>Category</b>	<b>Population</b>	<b>Percentage (%)</b>
Top level management	44	1.30
Middle level management	745	21.40
Subordinates	2,690	77.30
<b>Total</b>	<b>3,479</b>	<b>100.00</b>

Source: Kenya Airways (2023)

### 3.4 Sample Design

The size of the sample was estimated using scientific procedures and the formula developed by Nassiuma (2000). According to Cooper and Schindler (2006), the algorithm determines an acceptable sample size that is capable of providing an accurate approximation of the findings for the whole population. The coefficient of variation for the study sample was computed at 25%, and the margin of error was set at 2%. As a consequence, a coefficient of variation of 25% was chosen to guarantee that the sample was large enough to warrant the findings being generalized. On the other hand, a margin of error of 2% was chosen to ensure that there was little variance in the results and to reduce the likelihood of making mistakes. In addition, according to Nassiuma (2000), a margin of error and confidence level calculation is necessary each time the researcher conducts a survey to reflect the degree of confidence the researcher has in the data produced from the study. This is because the margin of error reveals the extent to which the researcher is confident in the results. As a consequence, the dependability of the survey or the findings was established as a result of this (Healy & Perry, 2000).

Nassiuma (2000) developed a formula to calculate a representative sample for proportions as;  $n = NC^2 / C^2 + (N-1) e^2$ ,

Where;

n represents sample size

N represents the population,

C represents the coefficient of variation which is ( $\leq 30\%$ ) and

e represents the precision level or margin error which is fixed

between ( $2\% \leq e \leq 5\%$ ).

Therefore, applying the formula;

$$n = 3479 \times 0.25^2 / 0.25^2 + (3479 - 1) 0.02^2$$

n= 150 respondents

Therefore, the sample size for the study comprised of 150 respondents consisting of three levels of management at KQ.

**Table 3.2: Sample size**

Category	Population	Sample Size	Percentage (%)
Top level management	44	10	6.67
Middle level management	745	30	20.00
Subordinates	2,690	110	77.33
<b>Total</b>	<b>3,479</b>	<b>150</b>	<b>100.00</b>

**Source; Researcher (2023)**

### **3.4.1 Sampling Procedure**

The researcher avoided the potential for sample bias by using a technique termed probability sampling (Creswell, 2014). There were three distinct groups of people in mind to participate in this study: upper-level executives, middle-level managers, and lower-level employees from throughout KQ's present divisions. A probability sample from each stratum was gathered via the use of simple random sampling. Using a sample frame, the researcher selected participants at random across all tiers. According to Mugenda &

Mugenda (1999), simple random sampling is a kind of probability sampling in which every possible participant has an equal chance of being selected. Then, with the assistance of research assistants, respondents were chosen at random from each department's pool of potential respondents using the basic random sampling method.

### **3.5 Data Collection**

Quantitative data was gathered via first-hand accounts and interviews. The quantitative data was gathered from a sample of randomly selected respondents using a questionnaire. As a means of gathering information, KQ decided to make use of a survey that asked respondents about the factors that affected the effectiveness of their work. As a result of the questionnaire's use of closed-ended questions, both the data collecting process and the achievement of the study's goals were facilitated (Glasow, 2005). The questionnaire had a variety of parts to choose from.

According to Mugenda & Mugenda (1999), questionnaires are a quick and effective way to collect a substantial quantity of information from a huge sample. In order to get permission to conduct the questionnaire to the respondents, it was necessary to first seek and receive agreement from Kenya Airways Public Limited Company, which was subsequently given. To allay any concerns or doubts that the respondents may have had regarding the investigation, we provided them with a letter of introduction that was sent with the questionnaires. This served to familiarize them with the subject matter of the study. In addition, the cover letter is meant to encourage respondents to take part in the study and answer the questions, reassure them of their anonymity and confidentiality, and show them how to complete the surveys.

Following the completion of a preliminary test with ten individuals to see whether the research questions could be satisfactorily answered, the main study itself was carried out. The researcher was able to evaluate the questions and variables that were being studied with the help of the pilot study. This helped the researcher refine the questions, which brought the study closer to reaching its goals. After that, the questionnaires were given out to the staff members by a select few representatives from each department. The data gathering phase of the survey took place over the course of a period of two weeks. The use of this strategy has the benefit of preserving secrecy and keeping track of those respondents who did not complete the questionnaire within the allotted time frame and so needed a kind reminder the following week. The data was modified the same day after being collected from the representative sample through the questionnaire. This was done to ensure that the data were comprehensive, consistent, and reliable. The next step included transcribing survey data into coding sheets and then assigning symbols to each response.

### **3.5.1 Reliability and Validity**

Investigator consideration of accuracy and dependability throughout the planning of the study, the analysis of data, and quality assessment is essential, as highlighted by Patton (2002). These characteristics are important because they help determine whether or not the findings of the study are trustworthy. According to Drost (2011), dependability may be defined as the amount to which research tool measurements are reproducible with various members of a population on multiple occasions, under different settings, and even with other instruments that measure the construct. Healy and Perry (2000) propose a definition of reliability as the extent to which results are consistent across time and present a true picture of the whole population under study.



Leung (2015), on the other hand, defined validity as the suitability of the instruments, techniques, and data that are applied in particular research. According to Murithi et al. (2016), validity may be defined as the accuracy and meaningfulness of the interpretations made in study results. According to Mugenda (2008), it evaluates the degree to which the data acquired in the research properly reflects a certain variable or construct in the investigation. According to Healy and Perry (2000), validity is the factor that determines whether the study measures what it was meant to measure or whether or not the findings are honest.

When conducting any kind of study, Saunders et al. (2009) believes that it is important to make sure the instrument is pre-tested before the actual administration of the study in order to ensure that the results will be accurate and reliable. A pilot study was carried out to investigate whether the research questions were appropriate for the conclusion that was intended, as well as whether the research technique that was employed was suitable in order to answer research questions. In addition, a pilot research was carried out on the data collecting instrument in order to do preliminary testing on the instrument in advance of the primary survey in order to evaluate the study's level of consistency. Ten workers from KQ were chosen at random to take part in this survey, and they were each given a questionnaire to fill out.

### **3.6 Data Analysis and Presentation**

A descriptive research strategy was utilized to determine the nature of the relationship between the dependent and independent variables and to discover any correlations between them, as stated by Mugenda & Mugenda (2003). Data analysis, as described by Sarantokos (1998), allows the researcher to organize the information obtained over the course of the

study for the purposes of examining and evaluating the findings and drawing some conclusion that are valid, reasonable, and important. It was also mentioned by Mugenda and Mugenda (2003) that descriptive survey design assists researchers in gathering information, summarizing that information, presenting that information, and interpreting that information for the goal of clarity.

Descriptive statistics were therefore used to summarize the findings in form of scores. Descriptive statistics, as explained by Kumar (2012), are used to summarize an investigation's sample and measurements and to identify its core features. The descriptive statistics used comprised frequency distributions, figures, and percentages, using the Statistical Package for the Social Sciences (SPSS). This made it possible for the reader to grasp the otherwise complicated raw data; the inclusion of figures makes it possible to compare the findings with the research more effectively.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

### 4.1 Introduction

The findings, together with an analysis and discussion of the data, are presented in this chapter. In addition to that, it provided a summary of the information about the impact that job satisfaction has on the overall performance of people working for Kenya Airways Public Limited Company. This is well discussed below.

### 4.2 Analysis of the Response Rate

The analysis was done to determine response rate. Table 4.1 outlines these outcomes and is provided as a reference consideration below.

**Table 4.1: The Analysis of Response Rate**

Category	Frequency (f)	Percentage (%)
Questionnaires completed and returned	135	90
Questionnaires that were not returned	15	10
<b>TOTAL</b>	<b>150</b>	<b>100</b>

Source: Survey Data (2023)

Looking at table 4.1, it is easy to see that 135 people answered our survey. One hundred thirty-five out of one hundred fifty questionnaires issued to respondents were completed in full and returned, for a response rate of 90%. According to Wimmer and Dominick (2006), satisfactory results may be achieved with a response rate of sixty percent or above for self-administered surveys. It ensures accuracy and reduces prejudice. As a result, the data gathered was consistent with the sample and could be relied on to produce balanced results.

### 4.3 Demographic Information

The background information about the employees who participated in the study were captured in this section. Employee information that was gathered from the respondents are detailed here. Some of the information obtained relates to a person's gender, as well as their greatest degree of education and the number of years they have worked for the organization. The results are discussed below.

#### 4.3.1 Employee Gender

The gender of those who responded was taken into consideration. Table 4.2 outlines these outcomes and is provided as a reference consideration below.

**Table 4.2: Composition of Responses by Gender**

Gender	Frequency (f)	Percentage (%)
Male	78	58
Female	57	42
<b>Total</b>	<b>135</b>	<b>100</b>

**Source: Research Data (2023)**

From the table 4.2 above, majority of the respondents were male at 58% and female were 42%. This indicates that majority of the workers at Kenya Airways are male.

#### 4.3.2 Respondent's Education Level

The analysis included a review of the educational levels of the respondents. Table 4.3 outlines these outcomes and is provided as a reference consideration below.

**Table 4.3: Education Level**

<b>Level</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Certificate	13	10
Diploma	30	22
Bachelors	59	44
Masters	33	24
Others	0	0
<b>Total</b>	<b>135</b>	<b>100</b>

**Source: Research Data (2023)**

Based on the table 4.3, majority of the workers at Kenya Airways have bachelor's degree at 44%. The certificate holders are only 10% while masters are at 24%. In addition, diploma category was at 22%.

#### **4.3.3 Rank within the Organization**

The study provided ranking of the employees based on their work experience. Table 4.4 outlines these outcomes and is provided as a reference consideration below.

**Table 4.4: Ranks of the Workers**

<b>Rank</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Senior Management	7	5
Middle Management	40	30
General Staff	68	51
Entry Management	20	14
<b>Total</b>	<b>135</b>	<b>100</b>

**Source: Research Data (2023)**

From table 4.4, it can be confirmed that majority of the workers within the firm are general staff at 51%. This is followed by middle level managers at 30%. However, senior management was only 5%.

#### **4.3.4 Years in the Firm**

An enquiry into the number of years spent working for the company was one component of the study. Table 4.5 outlines these outcomes and is provided as a reference consideration below.

**Table 4.5: Years of Work Experience**

<b>Period</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
0-5 years	36	26
6-10 years	27	20
11-15 years	54	40
16-20 years	11	8
Over 20 years	7	6
<b>Total</b>	<b>135</b>	<b>100</b>

**Source: Research Data (2023)**

Based on the table 4.5 above, majority of the workers have worked in the firm for ten years at 40%. However, only 6% have worked for over 20 years. People who have worked for less than 5 years in the firm were 26%.

### 4.3.5 Respondents' Departments

The analysis included a review of the different departments the respondents were working in the firm. Table 4.6 outlines these outcomes and is provided as a reference consideration below.

**Table 4.6: Respondents Departments**

<b>Rank</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Ground Operations	70	52
Flight Operations	20	14
Finance and HR	15	11
Technical Department	29	23
<b>Total</b>	<b>135</b>	<b>100</b>

**Source: Research Data (2023)**

Based on table 4.6, it is evident that many workers in the firm at 52% belong within the ground operations department. Only 11% belong to Human Resource Management and Finance department. However, technical department had 23% of the respondents. This confirms that majority of the workers in the firm are within technical and ground operations.

### 4.4 Job Satisfaction Levels in the Company

In this analysis, the job satisfaction levels of the respondents were determined using various measures. The inquiry established that job security, provision of good working conditions as well as recognition and promotion of employees stimulated their job satisfaction.

Offering social support and good rewards in terms of money and other benefits also improved their work value and satisfaction. This is presented below.

#### 4.4.1 Job Security Practices

The inquiry sought to investigate how job security practices influence the work levels of the employees. Table 4.7 outlines these outcomes and is provided as a reference consideration below.

**Table 4.7: Job Security Practices**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
The fairness of the promotion system in the company	4.127	1.285
There is equal opportunity of everyone in the company	4.341	1.527
The company value non-bias in their operations	4.300	0.836
The opportunities for promotion that exist within this company	4.517	0.721
The opportunity to put my own spin on how things are done at work	4.816	0.519
The promotion and training practices provided at Kenya Airways are fair	4.344	1.424
There is open communication and inclusion in the company	4.467	1.520
<b>Overall Score</b>	<b>4.416</b>	<b>0.916</b>

**Source: Research Data (2023)**



The table 4.7 above indicates that fairness of the Job Security Practices in the company (Mean: 4.127, Standard Deviation: 1.285): This statement received a moderately positive response, with a mean score of 4.127. The standard deviation indicates that there was some variability in respondents' opinions, with a spread of 1.285 around the mean. In addition, there is equal opportunity for everyone in the company (Mean: 4.341, Standard Deviation: 1.527): This statement received a slightly higher mean score, indicating that respondents generally believed there is equal opportunity. However, the higher standard deviation suggests more variability in opinions. However, overall score (Mean: 4.416, Standard Deviation: 0.916) indicates that the overall score is a composite of the responses to all the statements. It has a moderate mean score of 4.416, with a standard deviation of 0.916, indicating a fair level of agreement among respondents on the overall Job Security Practices within the company. This means that on average, employees at Kenya Airways perceive the company's job security practices positively, with generally favorable views about equal opportunity, non-bias, advancement opportunities, and the ability to innovate.

#### **4.4.2 Promotion Practices**

The analysis of promotion practices was done. Table 4.8 outlines these outcomes and is provided as a reference consideration below.

**Table 4.8: Promotion Practices**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
The firm has clear promotion model	4.127	0.123

There are merit-based promotion plans	3.946	0.914
The company offer rewards and job advancement	3.713	0.741
The chances of advancement on this job	3.124	0.812
There are career development activities	3.467	0.715
There are feedback systems in the firm	3.664	1.990
There is engagement and recognition of workers	3.234	1.646
<b>Overall Score</b>	<b>3.170</b>	<b>0.711</b>

**Source: Research Data (2023)**

The data in Table 4.8, which pertains to Promotion Practices within the organization, suggests a mixed perception among employees regarding these practices. While the firm is seen as having a clear promotion model (mean score of 4.127), indicating transparency in the promotion process, other aspects are less favourably viewed. Merit-based promotion plans and rewards for job advancement received relatively lower mean scores (3.946 and 3.713, respectively), suggesting that employees may have concerns about the fairness and effectiveness of these practices. Moreover, the chances of advancement on the current job and the presence of career development activities scored even lower, with mean scores of 3.124 and 3.467, respectively. The presence of feedback systems and engagement/recognition of workers received the lowest mean scores, with high standard deviations indicating significant variability in employee opinions. The overall score of 3.170 suggests that employees have reservations about the effectiveness and fairness of the organization's promotion practices, highlighting potential areas for improvement to enhance employee satisfaction and career development opportunities.

### 4.4.3 Work Environment Conditions

An investigation of the working environment conditions was carried out. Table 4.9 outlines these outcomes and is provided as a reference consideration below.

**Table 4.9: Work Environment Conditions**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
The firm provides a healthy and safe workplace	4.234	0.410
There is fair workload in the company	2.980	0.541
The company offer noise control	4.113	0.317
The company offer adequate lighting	2.223	0.711
The tools are well maintained	4.401	0.451
There are flexible work arrangements	3.118	1.866
There is company environment is clean	4.334	1.900
<b>Overall Score</b>	<b>3.901</b>	<b>0.563</b>

**Source: Research Data (2023)**

The data presented in Table 4.9 regarding working conditions within the organization suggests a mixed perception among employees. On one hand, employees generally perceive the company as providing a healthy and safe workplace, with a mean score of 4.234, indicating that safety measures are well-regarded. Similarly, aspects related to noise control, tool maintenance, and a clean company environment also received positive mean scores. However, the data highlights some areas of concern, such as the fair workload and adequate lighting, which received lower mean scores. The flexible work arrangements

statement also has a moderate mean score but a high standard deviation, indicating variability in employee opinions. The overall score of 3.901 suggests that while there are positive aspects of working conditions, there are also areas that need improvement, particularly regarding workload fairness and lighting. Addressing these concerns could contribute to enhancing employee satisfaction and overall well-being in the workplace.

#### 4.4.4 Recognition Practices

The analysis of reward and support was done. Table 4.10 outlines these outcomes and is provided as a reference consideration below.

**Table 4.10: Employee Recognition Practices**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
The company has inclusive work practices	4.112	0.223
There are mentorship programs in the firm	4.110	0.451
The company offer team building	4.001	0.234
The company offer coaching to employees	3.751	0.331
The company has employee assistance programs	4.190	0.311
There is feedback mechanism	3.891	0.441
There is collaboration between management and workers	4.441	0.711
<b>Overall Score</b>	<b>4.566</b>	<b>0.341</b>

**Source: Research Data (2023)**

The data presented in Table 4.10 on Recognition Practices within the organization indicates that employees perceive a generally positive environment regarding these aspects. The mean scores for most statements are above 4, signifying that employees find the company to have inclusive work practices, mentorship programs, and employee assistance programs.

The collaboration between management and workers is particularly well perceived, with a mean score of 4.441. However, it's noteworthy that feedback mechanisms and coaching programs received slightly lower mean scores, but they are still in the positive range. The overall score of 4.566 underscores that employees believe the organization provides a supportive and rewarding work environment, which can contribute to their job satisfaction and overall well-being. This suggests that the company's efforts in fostering a culture of inclusivity, mentorship, and collaboration are positively perceived by employees, potentially enhancing their overall job satisfaction and engagement.

**Table 4.11: Job Satisfaction levels Summary.**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Job security	4.146	0.916
Promotion	3.172	0.711
Work Environment	3.901	0.563
Recognition	4.566	0.341
<b>Total</b>	<b>3.945</b>	<b>0.667</b>

From the table 4.11 above, the data presented indicated that employees within the organization generally report high levels of satisfaction across key job-related factors, as reflected in the means for Job security (4.146), Recognition (3.172), Promotion (3.901), and Work environment (4.561). The low standard deviations suggest relatively low variability around these means, indicating a certain level of consensus among employees regarding their job satisfaction levels. The total mean job satisfaction is 3.945 with a standard deviation of 0.667. This overall positive sentiment among employees, particularly

in the aspects of job security, recognition, promotion, and work environment, is likely to contribute positively to firm performance. High job satisfaction has been consistently associated with increased employee engagement, commitment, and productivity, all of which are critical factors influencing organizational success. A content and satisfied workforce is likely to translate into lower turnover rates, enhanced teamwork, and a conducive work environment, ultimately contributing to improved overall firm performance. The relatively low standard deviation further suggests a degree of stability and uniformity in employees' satisfaction levels, reinforcing the notion that the workforce is collectively experiencing high job satisfaction, and this is linked to enhanced organizational outcomes.

#### **4.5 Employee Performance**

Participants were asked to indicate their levels of performance. The analysis revealed high performance among employees who were satisfied. Table 4.11 outlines these outcomes and is provided as a reference consideration below.

**Table 4.12: Employee Performance**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Overall performance of the work done is high	4.110	0.679
I am open to receiving feedback on work done	4.109	0.772
I take my work seriously	4.123	0.314
I find room for improvement on work done	3.180	0.411
I consider the stakeholder's requirements	4.991	0.724

I consider the requirements of the customer	4.225	0.992
I get my work done within a reasonable time frame	4.187	1.134
The resources, skills and tools provided for my job are sufficient	4.190	1.328
Managers' commitment to finding win-win solutions to problems at work	4.881	0.456
Performance management practices are in line with requirements	4.230	0.341
I am competent in the work I do	4.124	0.991
I can work efficiently and effectively	3.901	0.223
The setting of appropriate priorities to tasks	4.189	1.827
Ability to perform duties with minimal supervision and effort	4.190	0.437
<b>Overall Score</b>	<b>4.234</b>	<b>0.433</b>

**Source: Research Data (2023)**

The data in Table 4.13 reveals that employees who reported higher levels of job satisfaction tend to demonstrate higher performance in various aspects of their work at the organization. The mean scores for most of the performance-related statements are notably above 4, indicating a positive assessment by the participants. Employees feel that they take their work seriously, consider stakeholder and customer requirements, and complete their tasks within reasonable time frames. Furthermore, the data suggests that employees perceive the resources, skills, and tools provided for their jobs as sufficient, which contributes to their high performance. Additionally, they view their managers as committed to finding win-win solutions to workplace problems and believe that performance management practices

align with requirements. A significant alignment between employee happiness and performance outcomes is indicated by an overall score of 4.234, which indicates that the data points to a positive link between work satisfaction and employee performance.

The findings suggest that feeling fulfilled in one's work is an important factor in what drives employee success. When workers are content, they have a greater propensity to take their jobs seriously, think about the requirements of stakeholders and consumers, and do their jobs well. Moreover, they perceive their managers as supportive in problem-solving and view the organization's performance management practices favorably. This suggests that organizations that prioritize employee satisfaction are likely to see improved employee performance, which can lead to better overall outcomes for the company. It emphasizes the significance of establishing a work environment where workers are satisfied and engaged, since this may have a beneficial influence on their performance, as evidenced by the statistics given in Table 4.12, which can be seen here.

#### **4.6 Descriptive Analysis**

The descriptive analysis techniques used are discussed below.

##### **4.6.1 Correlation Analysis**

Following the recommendation of Cohen, West, and Aiken (2003) and Greene (2002), the correlation coefficient between the independent and dependent variables was examined, and a linear connection was found to exist between the two sets of data. Table 4.13 outlines these outcomes and is provided as a reference consideration below.



**Table 4.13: Correlation Results**

		<b>Employee Performance</b>	<b>Job Security</b>	<b>Promotion</b>	<b>Working Conditions</b>	<b>Recogniti on</b>
Employee Performanc e	Pearson Correlatio n	1				
	Sig. (2- tailed)					
	N	135				
Job Security	Pearson Correlatio n	.401**	1			
	Sig. (2- tailed)	.001				
	N	135	135			
Promotion Practices	Pearson Correlatio n	.306**	.4114**	1		
	Sig. (2- tailed)	.001	.000			
	N	135	135	135		
Working Conditions	Pearson Correlatio n	.601**	.582**	.506**	1	
	Sig. (2- tailed)	.001	.000	.000		
	N	135	135	135	135	
Recognition	Pearson Correlatio n	.241**	.211**	.201**	.241**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	135	135	135	135	135

\*\* The Correlation is significant at the 0.05 confidence level 95 tailed)

**Source: Research Data (2023)**

In Table 4.13, depict a connection between the independent variable and the dependent variable measures. Job Security in the firm ( $R = .401$ ,  $P = .001$ ),  $P < 0.05$ ; promotion practices where ( $R = .306$ ,  $P = 0.001$ ),  $P < 0.05$ ; working conditions ( $R = .601$ ,  $P = 0.001$ ),  $P < 0.05$  and recognition practices at  $R = .241$ ,  $P = .001$ )  $P < 0.05$ . Correlation coefficients of the four independent variables were identified to be positive and with  $P$  values  $< 0.05$ . This showed a link between the independent variable and the dependent variable as Field in 2009 had suggested. Hence, the linear regression fit is evident.

#### 4.6.2 Regression Analysis

Regression analysis was used in testing the variables. This analysis was established using the data that was gathered and findings interpreted as per the  $R^2$  values and  $P$  Values  $P < 0.01$  and a significance confidence level of  $P < 0$ . Testing was done that established if a link between job security practices, promotions, recognition as well as working conditions and their value towards success was seen.

**Table 4.14: Summary Model**

Model	R	R square	Adjusted square	R Standard Error of Estimate
1	.710 <sup>a</sup>	.504	.542	5.234001

a. The Independent variables: job security, promotion practices, recognition, working conditions.

b. The Dependent Variable: Employee performance

**Source: Research Data (2023)**

A value of 0.504 for R square implies that the independent variables are responsible for 50.4% of the variation in the dependent variable, which may be used to evaluate how well a regression model fits the data in the Model Summary table.

### 4.6.3 ANOVA

Table 4.15 outlines these outcomes and is provided as a reference consideration below.

**Table 4.15: The Variance Analysis (ANOVA)**

<b>Model</b>	<b>Sum Squares</b>	<b>of Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	7.501	4	1.819	312	0.000
Residual	4.414	131	0.008		
	11.88	135			

- a. Independent variables: job security, promotion practices, recognition, working conditions.
- b. Dependent Variable: Employees Performance

**Source: Research Data (2023)**

The F-ratio is what decides, in table 4.15 of the ANOVA manual, whether the complete regression model is the required value for the data. The table above (4.15) illustrates statistically how the independent variable affects the dependent variable,  $F(4, 125) = 312$

### 4.6.4 Regression Coefficients

Regression was done. Table 4.16 outlines these outcomes and is provided as a reference consideration below:

**Table 4.16: Regression Coefficients**

Model	Unstandardized		Standardized		t	P-Statistic
	Coefficient		Coefficient			
	Beta	Std. error	Beta			
(Constant)	6.112	0.11			1.47	0.000
Job Security	0.416	0.023	0.551		4.11	0.001
Promotion	0.528	0.035	0.630		5.57	0.001
Recognition	0.638	0.054	0.719		6.98	0.001
Working Conditions	0.246	0.016	0.468		4.15	0.001

a. : job security, promotion practices, recognition, working conditions.

b. Dependent Variable: Employees Performance

**Source: Research Data (2023)**

According to the data shown in table 4.16, if it is assumed that all the independent variables would remain same, the unstandardized coefficients will indicate the degree to which a dependent variable varies from an independent variable. As a consequence of this, the t-values and p-values may be used to investigate whether or not the model coefficients are statistically significant.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

The obtained equation is as follows:

$$Y = 6.112 + 0.416X_1 + 0.528X_2 + 0.638X_3 + 0.246X_4 + \varepsilon$$

Employee Performance (Y) = 6.112 + 0.416 Job Security (X<sub>1</sub>) + 0.548 Promotion practices (X<sub>2</sub>) + 0.638 recognition (X<sub>3</sub>) + 0.246 working conditions (X<sub>4</sub>)

Table 4.16 shows that the corrected R-squared is 50.4 percent, indicating that independent variables together account for approximately 50.4 percent of employee performance, while the remaining part explaining factors that was not part of the model. Because of this, the model may be used to investigate the significance of the factors on the performance of the workforce. The F value is 312 and the P value is 0.000, which indicates that variations in employee performance can be explained by the interaction of both dependent and independent variables. According to the conclusions of the study, there is a correlation between work contentment and the level of performance achieved by Kenya Airways employees. The job security and practices coefficient came in at 0.548, with a t-statistic value of 4.11 and a corresponding p-value of 0.001. According to the data, treating employees fairly has a positive impact on the level of performance achieved by Kenya Airways employees.

The coefficient for the promotion activities was found to be 0.648, with a t-statistic value of 5.57 and a p-value that was not significant at all. At Kenya Airways, the value for support and incentives is 0.638, which indicates that there is a correlation between recognition and the job performance of Kenya Airways employees. At a confidence level of P 0.05, the beta coefficient of working circumstances was 0.246, and the t-statistic and associated p-value were 4.15 and 0.001, respectively. It implied that working conditions have a positive connection with employee work success and performance.

#### **4.7 Discussions of the Results**

The findings of the regression analysis, which were provided, offer useful insights into the effect of a variety of variables on employee performance at Kenya Airways Public Limited Company. These findings were derived through an examination of the findings and results

of the research. According to the research, there is a considerable connection between employee performance and the aspects that contribute to job satisfaction. These characteristics include job security, promotion processes, recognition, and working environment. According to the value of R squared, which is 0.504, about 50.4% of the variance in employee performance may be explained by the combined effect of these elements related to work satisfaction. The ANOVA results ( $F = 312$ ,  $p < 0.001$ ) further support the significance of the model, highlighting that the independent variables collectively contribute to explaining the changes in employee performance.

Additionally, the results of this study are consistent with Two-Factor Theory, which posits that job satisfaction and employee performance are influenced by both hygiene factors and motivators. The significant positive coefficients of job security ( $\beta = 0.416$ ,  $p = 0.001$ ), promotion practices ( $\beta = 0.528$ ,  $p = 0.001$ ), recognition ( $\beta = 0.638$ ,  $p = 0.001$ ), and working conditions ( $\beta = 0.246$ ,  $p = 0.001$ ) indicate that improvement in these factors contributes to enhancing employee performance.

Furthermore, the equity theory supports the findings, as employees' perceptions of fairness and equity in treatment; promotions, rewards, and support influence their job satisfaction and subsequently their performance. The observed positive associations between these variables and employee performance indicate that when workers perceive equitable allocation of incentives, conducive work environments, and prospects for career progression, they are inclined to exhibit enhanced motivation and achieve greater levels of performance.

The results are consistent with the findings of Ahmed and Joarder (2016), who observed that there is empirical support for the notion that job satisfaction characteristics have a substantial impact on employee performance inside organizations. Both two-factor theory and the equity theory provide valuable insights into comprehending the influence of job security, incentives, support, and working environment on workers' motivation and subsequent performance outcomes, as shown by the findings. The findings of this study also align with the research conducted by Bowen (2016), which underscores the significance of establishing a conducive work environment that promotes job satisfaction by ensuring fair treatment, providing chances for advancement, offering supporting circumstances, and delivering equitable incentives. These factors all contribute to enhancing the overall performance of employees.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The study's findings and suggestions are summed up and discussed here. Based on the data collected and processed, it provided some suggestions. Recommendations made are regarding the topic of the study. The discussions are detailed below.

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

The purpose of this research was to determine how job contentment at Kenya Airways' public limited company affects workers' performance. Researchers used descriptive statistics to examine responses from questionnaires given to airline staff members. The relationship between workers' happiness in the workplace and their performance was studied. A respectable 90% response rate was achieved with 135 completed and returned surveys from a total of 150 sent out.

The research also showed that happy workers are more productive ones since the criteria was shown to have a substantial effect on job satisfaction. Higher levels of job satisfaction and improved employee performance were linked to factors such as fair treatment, efficient incentive systems, pleasant working environment, job stability, and possibilities for professional progress. Employees' job happiness and performance were shown to increase when they had great interpersonal ties with their bosses and were offered generous benefits packages. Additionally, the analysis highlighted that granting employee's autonomy and rights in their tasks led to improved performance, emphasizing the significance of empowerment in enhancing job satisfaction and overall efficiency.



Furthermore, the study underscored the importance of teamwork and autonomy in employee performance. Workers exhibited higher levels of job satisfaction and demonstrated heightened efficiency and effectiveness when given the freedom to work collaboratively and independently, without excessive supervision or pressure. The findings collectively emphasized the vital role of job satisfaction in shaping employee performance within Kenya Airways, offering actionable insights for organizations aiming to enhance their operational efficiency and success. The analysis revealed fostering job satisfaction through various organizational practices is important in promoting and improving employee performance and overall organizational prosperity.

### **5.3 Conclusion of the Research Study**

This study's findings suggest a link between contentment in one's employment and performance at Kenya Airways Public Limited Company. The results of the research revealed a strong connection between work contentment and performance on the job. It became clear that factors including fair treatment, efficient incentive systems, pleasant working environment, job security, and prospects for advancement played a significant role in elevating employee happiness and, in turn, performance on the job.

Furthermore, the study underscored the value of strong interpersonal relationships between employees and managers, as well as comprehensive benefits packages, in fostering job satisfaction and maximizing the workers' performance potential. The insights gained from the analysis also underscored the importance of empowering employees through autonomy and granting them rights in their tasks, which in turn positively impacted their overall efficiency and effectiveness. This research collectively highlights the pivotal role of job satisfaction in terms of improved working conditions, providing work benefits and good

relationships with employees and other stakeholders. The study reinforces the notion that nurturing job satisfaction through strategic organizational practices holds the key to promoting and advancing employee performance, ultimately contributing to the overarching prosperity of the entire organization.

#### **5.4 The Research Study's Recommendations**

The study indicated that managers hold immediate influence over employees' daily experiences. Therefore, they should focus on cultivating strong interpersonal relationships, fostering open communication, and building a culture of empowerment. Encouraging autonomy in decision-making and facilitating collaborative teamwork can lead to higher job satisfaction and performance. Investing in training and skills development opportunities will not only nurture employee growth but also elevate overall performance. Furthermore, managers should continuously assess and adjust their approaches based on employee feedback, ensuring a responsive and supportive work environment that maximizes job satisfaction.

Policy makers should heed the study's findings and prioritize creating an enabling environment that nurtures job satisfaction and, consequently, employee performance. Crafting and implementing labor policies that safeguard fair treatment, job security, and equitable rewards will be instrumental. Collaborating with businesses to establish clear pathways for professional growth and learning opportunities can significantly impact job satisfaction. By recognizing the role of workplace policies in shaping job satisfaction, policy makers can contribute to a more engaged and productive workforce, ultimately bolstering the nation's economic progress.

For scholars, this study underscores the importance of further exploring the nuances of job satisfaction and its impact on performance. Investigating how cultural contexts and industry-specific dynamics shape these relationships can provide richer insights. Scholars should collaborate with organizations to conduct longitudinal studies that track the long-term effects of job satisfaction initiatives. Sharing research findings through conferences, publications, and knowledge-sharing platforms can contribute to a collective understanding of the intricacies involved in enhancing job satisfaction and employee performance. By continually advancing the research in this field, scholars can guide both policy makers and managers toward evidence-based practices that drive organizational excellence.

### **5.5 Recommendations for Future Research**

This study mainly delved on the relationship between job satisfaction and employee performance at Kenya Airways. However, there are several avenues for future research that can further deepen our understanding of this complex dynamic. Future scholars should evaluate longitudinal studies that track job satisfaction and employee performance over an extended period and this can help to offer insights into the long-term effects of various interventions. This approach would help researchers identify trends, patterns, and changes in job satisfaction and performance dynamics, shedding light on the sustainability of the observed relationships.

Researchers, however, need to start thinking globally and implement cross-industry and cross-cultural exploration. The focus of this research was on the airline business, but other sectors, such as manufacturing, should also be examined. A more complete picture of the phenomena may be garnered from research on the effects of job satisfaction on workers' performance in a variety of sectors and cultural settings. More specifically targeted

evaluation may be possible because of the information garnered from comparative studies that highlight contextual differences in the elements that affect work satisfaction and performance.

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## APPENDICES

### Appendix I: Questionnaire

I'm a master's degree candidate at the Department of Business and Management Sciences at the University of Nairobi. I am an employee of Kenya Airways Public Limited Company, where I am doing a research study on the effect of job contentment on performance. All data gathered will be strictly for academic reasons and held in the strictest confidence. Therefore, we ask that you please participate in the survey although taking part is entirely optional.

#### Section I: Personal Information

1. What is your gender?

a) Male [ ]    b) Female [ ]

2. What is your highest level of education?

Below secondary [ ]    Diploma [ ]    Undergraduate degree [ ]    Masters Degree [ ]

Others, please specify [ ] .....

3. What is your rank within the organization?

Top management [ ]    Middle management [ ]    Lower management [ ]

Subordinate staff [ ]

4. How many years have you worked in the organization?

0- 5 [ ]    6-10 [ ]    11-20 [ ]    More than 21 [ ]

5. Indicate your department.....

#### Section II: Job Satisfaction

6. Apply the subsequent key to assess your level of satisfaction with the component of your employment indicated in the sentence.

The response options provided to participants in the survey were as follows: 1 (very satisfied) to 5 (very dissatisfied)

<b>Statement on how I feel about my job</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The integrity of the company's ranking and promotion system for employees.					
The comprehensive benefits package that comes with my employment position.					
The satisfaction I obtain from the job as a result of my hard work.					
The potential for promotion within this organization.					
The opportunity to put my own spin on how things are done on the job.					
The methods of advertising and marketing that Kenya Airways uses.					
The circumstances of employment.					
the degree to which co-workers are able to get along with one another.					
The autonomy to make decisions based on my own preferences.					
When individuals advance in their careers, they take on more responsibilities.					
The provision of incentives that are beneficial to my job.					
A promotion at work may do wonders for an employee's self-assurance in their ability to complete a certain assignment.					
The manner in which the procedures of the firm are carried out.					
the soundness of my boss's judgment when faced with difficult choices.					
My salary in relation to the quantity of labor that I put in.					
Information obtained from management in its entirety.					

My present employment offers a reasonable amount of job security.					
The benefits that my employer provides to workers in accordance with their degree of effort.					
the manner in which my boss interacts with the other employees.					
The supervisor consults with the employees before making choices that will have an impact on their job.					
Because of the nature of my profession, I have guaranteed employment.					
The possibility of working independently in one's employment.					
The KQ promotion techniques encourage workers to remain with the company for extended periods of time.					

### Section III: Employee Performance

8. Please tick one statement that best describes your opinion on employee performance.

The response options provided to participants in the survey were as follows: 1 (very satisfied) to 5 (very dissatisfied).

<b>Statement on how I feel about my job</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Overall performance of the work done					
I am open to receiving feedback on work done					
I take my work seriously					
I find room for improvement on work done					
I consider the stakeholder's requirements					
I consider the requirements of the customer					
I get my work done within a reasonable time frame					

The resources, skills and tools provided for my job are sufficient					
Managers' commitment to finding win-win solutions to problems at work					
Performance management practices are in line with requirements					
I am competent in the work I do					
I have the ability to work efficiently and effectively					
The setting of appropriate priorities to tasks					
Ability to perform duties with minimal supervision and effort					
The appreciation I receive from management					
Creative solutions to new problems					
Concentration in my work					
Strong affective commitment in my position					
I come up with better ways of handling issues					
I am open to new ideas and suggestions					
There is respect on security policies in workplace					
I take initiative to support colleagues when needed					
There is periodic performance appraisal of the work done					
I do not shy away from taking on extra responsibility					

**Thank you for your support and cooperation.**