

**EMPLOYEE JOB SATISFACTION AND QUALITY COMMITMENT AT THE  
HEADQUATERS OF KENYA PIPELINE COMPANY LIMITED**

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**DECLARATION**

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

**Signed** ..... **Date** .....

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

**Signed** ..... **Date** .....

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## **DEDICATION**

This study is dedicated to my late father, Jack K. Mwangi and my mother Florence N. Mwangi.

## **ACKNOWLEDGEMENT**

I wish to express my sincere appreciation to my family for their understanding and support during the project. To my mother, Florence Mwangi for her financial support and encouragement throughout this course. I would also like to express my gratitude to Simon, my husband for assisting me in every way imaginable as I undertook this course and to my daughter Nadia for the understanding accorded to me. I would not have done this without all of you.

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Lastly I thank Almighty God for his guidance and providence which enabled me to undertake this project that was too involving in terms of time and resources.

## **ABSTRACT**

The objective of this study was to determine the relationship between job satisfaction and quality commitment among employees of Kenya Pipeline Company. The research design was a case study. The sample of 120 respondents was selected from the 600 employees at the company headquarters. The target respondents were selected using stratified random sampling technique. The study used primary data. The data collection instrument was a semi-structured questionnaire comprising both open-ended and close-ended questions. Quantitative data was analyzed by use of descriptive statistics using SPSS and presented in form of percentages, means, standard deviations and frequencies. Pearson's product moment correlation technique was used to establish the strength of the relationship between job satisfaction and quality commitment.

Based on the findings, it was found that the employees were satisfied with various aspects of Kenya Pipeline Company such as community relations, management, quality, responsiveness, support staff and modernization. The study also found that the Kenya Pipeline Company employees are always prepared to put in extra effort to meet quality goals and are continually taking action to improve the quality of their work. It was further found out that the level of job satisfaction and the quality commitment aspects of the company are high. It is recommended that the company management ensures that the general working environment is conducive. This will go a long way in ensuring that all the employees are motivated to produce high quality results.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

As global competitiveness continues to increase, companies are looking to a series of new managerial philosophies and techniques to improve productivity and competitiveness. Few can match Total Quality Management (TQM) in terms of wide acceptance in practice and the costs and benefits derived from its implementation. TQM is a management philosophy which emphasizes the need to meet customer needs precisely, the importance of doing things right from the start and the importance of recognizing that quality improvement will truly be achieved only when it is a goal of all company employees and becomes part of the fabric and culture of the entire organization possible (Guimaraes, 1997).

A firm's Total Quality Management (TQM) system comprises all of its policies, operational methods and organizational structures concerned with quality management and the continuous improvement of the quality of its output. TQM focuses on the totality of system rather than its individual parts, seeking to identify the causes of failure rather than the simple fact that failures have occurred. TQM has implications for human resource management because it demands a management style that evokes full and committed co-operation from employees (Graham and Bennet, 1998).

Companies have always assumed that they know what their employees require. However, as circumstances force them to involve all of their employees in satisfying customer requirements; they are discovering that their understanding of customers only goes skin deep. Companies that believe that employee job satisfaction is an indicator of customer satisfaction know that they must do a better job of understanding and meeting their employees' requirements. In the new management model, employees make the system work. Employee attitude has often been neglected in most quality endeavors. Both consultants and management hurry to get the project done and omit to measure and manage the soft aspects of the event (George and Weimerskirch, 1994).

Lam (1995) states that TQM programmes have both “hard “and “soft “sides. The former involves the improvement of the production process and can include a range of process design and control tools like quality function development (QDF), just in time inventory and statistical process control. The soft side of TQM is concerned with creating customer awareness among employees and enlisting their commitment to improve quality in the organization. For a TQM programme to be successful, the commitment to total quality needs to encompass the whole workforce who must be encouraged to participate actively in the search for continuous quality improvement. The soft side, thus, emphasized the management of human resources. He cites Seddon (1989) who argues that the waning of employee support for TQM can be attributed to management’s focus on the hard side and the relative neglect of the soft side; when managers give little attention to examining the underlying value and resulting behaviour of employees and to managing the cultural change which is necessary, if TQM is to be successful.

The inability to recruit and retain employees of sufficient caliber to maintain an organizations growth can threaten the strategic direction of the business. However, in some functions the training given to people had increased their market potential and they had moved to competing organizations to improve their salary and job prospects. A large turnover problem subsequently also affects the morale of the remaining employees as they end up shouldering the interim responsibilities of the employees that have left the company. Managerial job-hopping and high turnover rates can affect team-work and generally undermine organizational stability (Dale, 2003).

A key element in human resource management cycle is to retain and motivate employees through the reward system. The retention of high quality employees will require an innovative approach to rewards, particularly in competitive labour markets. Single status terms and conditions can help to break down ‘us and them’ attitudes and promote a sense of shared responsibility for continuous improvement, while incentives may also have a role to play (Dale, 2003).

### **1.1.1 Quality commitment**

Total Quality Management (TQM) is a philosophy of continuous improvement of quality. Customers are the key to the definition of quality and TQM relies on a set of tools and concepts, teamwork and employee involvement. The implementation of TQM requires commitment from top management. Most of the known success stories indicate that the full support, commitment and involvement of top management are critical to success. Top management must take the initiatives to involve and empower employees to make improvements (Navasimshan, et.al, 2000).

Jackson cited by Demirbag and Sahadev (2008:498) observed that commitment to quality is a strong indicator of ownership and a key prerequisite of both personal and organizational effectiveness. Commitment to quality involves greater awareness and belief in the significance of quality. An employee committed to quality will strive to achieve the highest level of quality in whatever he does and will desist from actions that do not follow certain basic standards of quality. Williams (2006:496) defines quality commitment as; “having quality in everything an organization does.” This definition implies an organization wide awareness and dedication to quality by all members of the organization.

Higher levels of employee commitment to quality will enable organizations to achieve higher standards of quality due to better cooperation and coordination among individual employees. Further, greater empowerment requires demonstration of higher levels of quality commitment from the part of the employees since, without sufficient commitment to quality, there is a greater risk that the empowered employees may be less inclined to achieve quality standards. Thus employee commitment to quality makes it possible for the organization to increase its response rate to customer requirement as the management can easily delegate responsibility since there is an assurance that even without supervision, employees lower down the hierarchy can be expected to maintain quality in whatever action, he undertakes (Demirberg and Sahadev, 2008).

A basic ingredient in quality management is that managers must make quality a key part of the organizational culture. For all parts of an organization to coordinate towards some

common goals, the goal must be communicated, recognized and reinforced by the policies, decisions and actions throughout the organization. Managers must see the quality improvement goals as part of the recurring planning circle for each organizational unit and should show interest in progress towards these goals. Recognition, even celebration of progress helps to encourage this work to show the sincerity of upper management commitment to quality. Their priority of quality will show in policies, budgets and other decisions. (Summers, 2000) Research has shown that managers are responsible for quality failures, not employees. Managers often seem to adopt a complacent attitude. They accept defects as inevitable and make little attempt to improve quality. A negative outlook is also prevalent; wait and see if the customer complains; inspect quality rather than prevent faults; ignore or fail to seek employees' comments (Betts, 2000).

Some changes in the environment have caused all the recent concern about quality. Quality has always been important, but never so than today. Rising labor and material costs; combined with the need to satisfy more demanding customers, have motivated organizations to become more quality conscious. When labour and materials were less expensive, remaking or scrapping an item was not nearly so costly in the service fields, the public now demands higher quality at a lower cost. The main reason for Japans success is commitment to quality by everyone in the organization. Such continuous improvement programmes and the manufacture of standard design have been the main contribution to this success, not using advanced technology and superior product design (Rue and Byars, 1993).

Initially, considerable education and training are needed in quality concepts, techniques, approaches and system. This should provide the drive to succeed and accelerate the decision to change. Next, a long term approach is essential to commit everyone to continuous improvements in quality. Standards are forced up to the highest possible level in all parts of the organization thus improving all processes. This practice implies providing and using all means available to achieve the objective, including the latest technologies, new designs, quality systems and cultural improvements. It is a continuous evolution and is unsuitable for the manager with a quick fix mentality (Betts, 2000).

### **1.1.2 Job satisfaction**

Arnold and Feldman (1986:157) define job satisfaction as “the amount of overall positive effect of feelings that individuals have towards their jobs.” A high job satisfaction means that the individual generally likes and values his job highly and feels positively towards it. Job satisfaction is in regard to ones feelings or state-of-mind regarding the nature of their work. It can be influenced by a variety of factors such as quality of ones relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, among others.

Job satisfaction is an individual’s general attitude toward his or her job. Job satisfaction represents an attitude rather than behavior. Organizations have the responsibility to provide employees with jobs that are challenging and intrinsically rewarding. A person with high level of job satisfaction holds positive attitudes about the job while a person who is dissatisfied holds a negative attitude. (Robbins, 2003)Locke cited by Luthans (1992:114) gives a comprehensive definition of job satisfaction as “a pleasurable positive emotional state resulting from the appraisal of one’s job or experience.” Job satisfaction is a result of employee’s perception of how well their job provides those things which are viewed as important.

As the drive for excellent services extends throughout the organization, the need for companies to commit themselves to high levels of staff care has become more apparent. As Mr. Marriott, founder of the Marriot hotel chain, observed; “How can we, in a service industry, make customers happy with unhappy staff?” His philosophy is; “Take care of your employees and they will take care of your customers” (Cook, 2002:97).

The transition from viewing employees as commodities to embracing them as partners in a shared mission continues to be a slow process. Recent tough economic times have led many companies that have invested heavily in training their employees and encouraged them to take more responsibility to demand so much of their people that stress has become a major problem for many employees. Part of the stress is fear of losing your job.

A startling number of senior executives have turned to lay-offs as the solution to their financial woes. Companies are learning that you cannot lay people off because it erodes

the foundation of the company. You cannot expect people to give their best when they do not feel the company values them. You cannot rally the troops around a common vision of excellence when the troops know that the only excellence that really matters is profits to shareholders and senior executives. Leaders need to understand the lay-offs are counter productive and threaten to undermine the entire system (George and Weimerskirch, 1994).

### **1.1.3 Employee job satisfaction and quality commitment**

Armstrong (2006) argues that it is not job satisfaction that produces high performance but high performance that produces job satisfaction and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may be even more satisfied if they are rewarded by extrinsic recognition or an intrinsic sense of achievement. This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform and rewarding them by financial or financial means when they do perform. It can also be argued that some people may be completely satisfied with their job and will not be inspired to work hard or better. They may find other ways to satisfy their needs.

Cooper and Martin (1984) state that job satisfaction did not lead by itself to increased performance rather when appropriately rewarded did it lead to satisfaction. Money, in the form of pay or some other sort of remuneration, is the most extrinsic reward. However, it must be remembered that different people have different needs and that it cannot be assured that money motivates everyone in the same way and to the same extent. Nevertheless, it is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. Bennet (1997) concludes that it's probably the case that both arguments are right; that satisfaction can lead to high levels of performance for some people, while for others; high performance may cause them to be satisfied.

Although a manager who is successful in increasing the job satisfaction of employees may or may not benefit from an increase in their productivity he will probably find that

the costs of running his department are reduced. Labor turnover and absence can be expensive to the company and may be reduced if jobs are made more satisfying. The manager however should ensure that the cost of redesigning jobs does not outweigh the expected savings (Graham and Bennet, 1998).

According to Dale (2003) the 1990's produced strong evidence that quality management did not achieve its objectives with a failure to achieve changed attitudes and culture being part of this systems and procedures-driven QM, where the focus is on the production process conformance to requirements and achieving zero defects, has been criticized for being inward looking and bureaucratic more concerned with producing "quality" goods and services than with conforming to internal procedures. Human resources issues are often not deemed very significant, with employees taking a role of following clearly laid down instructions.

Usually people want creative jobs. Nevertheless when the concept of the dual function of work is introduced, most people view the improvement work as an extra burden for which they have no time. An underlying reason may be a natural human avoidance of change. Since the purpose of TQM is to address the need for rapid change, it is important to put systems in place to facilitate systematic improvement and change and eliminate the "not" my job attitude (Morton, 1999).

#### **1.1.4 Kenya Pipeline Company Limited**

The Kenya pipeline company was incorporated on 6<sup>th</sup> September 1973 under the companies act (cap 486) and started commercial operations in 1978. The company is a state corporation under the Ministry of Energy with a hundred percent government share holding. The company operations are governed by relevant legislations and regulations such as: the finance act, public procurement act, among others. Kenya Pipeline Company operates a pipeline system for transportation of refined petroleum products from Mombasa to Nairobi and Western towns of Nakuru, Kisumu and Eldoret. In collaboration with the Government, KPC facilitates the implementation of Government policies concerning efficient operation of the petroleum sub- sector, ensuring that there is no dumping in the market and facilitating implementation of Government projects such as



extension of oil pipeline to Uganda. Unlike some state corporations, KPC does not depend on government subsidies but is a source of revenue to the Government in terms of dividends and taxes. The overall objective of setting up the company was to provide the economy with the most efficient, reliable, safe and least cost means of transporting petroleum products from Mombasa to the hinterland ([www.kpc.co.ke](http://www.kpc.co.ke)).

Kenya Pipeline Company Ltd. attained ISO 90001:2000 Certification on 4<sup>th</sup> July 2007. ISO certification means a lot to KPC as it commits the company to undertaking all operations based on documented guidelines and procedures in line with a well-defined quality management system. The goal of standardization is to guarantee that goods and services are produced at the same level of quality irrespective of the KPC staff assigned to the task (Daily Nation, 2007). KPC is committed in ensuring continued supply of refined petroleum products in the East African region. Its Quality Management System has immensely assisted the company to focus specifically on its core business, thus reducing wastage of scarce resources and improving profitability. QMS is expected to form a firm foundation for future development of the company and a benchmark for concerted efforts to improve existing system (KPC, 2008).

## **1.2 Statement of the Problem**

Quality is always dependent on employee performance. An essential feature of any successful organization is satisfied employees. One of the most important challenges facing managers is therefore the creation of a context within which employees feel satisfied and will act in order to achieve goals of the organization. Therefore, the perceptions of an employee towards his place of work and the extent to which an employer is able to satisfy employees may have a direct effect on the quality of the expected output (Mwanjala, 2002). Employee's dissatisfaction may lead to a go-slow or high staff-turnover while satisfaction among employees may increase either morale, raise productivity, and enhance organizations competitive position in the market (Oluoch, 2007).

An empirical study by Lam (1994) on Quality management and job satisfaction revealed that a TQM programme does not necessarily enhance all aspects of employees'

satisfaction. TQM programmes improve the co-worker's relationship and the knowledge of supervision about their jobs. However, TQM has made work more demanding in terms of workload and need for greater individual skills and accuracy. Studies by Koech (2003); Azegele (2003); Khainga (2006) and Kingori (2003) were based on career development; training and development; organization commitment and employee discrimination respectively, without paying attention to the relationship between job satisfaction and quality commitment. The commitment of employees to the goals of the organization is a critical component of any total quality programme. It is this and the fact that no study was found on the relationship between job satisfaction and quality commitment by employees at Kenya Pipeline Company suggests a gap in knowledge and provided a motivation for this study.

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

To determine the relationship between job satisfaction and quality commitment among employees of Kenya Pipeline Company.

### **1.4 Importance of the study**

The Academics: This study acts as a guide for further research. This would boost their academic knowledge.

Human Resource Managers may use the findings to know how to encourage employer-employee relationships that will enhance employee job satisfaction and quality commitment to the organization.

Management of Kenya Pipeline Company may use the findings of the study to make informed strategic decisions on job satisfaction and quality commitment.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will review the existing literature that has been carried out on employee job satisfaction and quality commitment. A literature review is a documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas of specific interest to the researcher. It involves a systematic identification, location and analysis of documents containing information, related to the research problem being investigated. It should be detailed and thorough as it is aimed at obtaining detailed knowledge of the topic being studied. In addressing this subject, the chapter will summarize the findings by various researchers and authors.

### **2.2 Job satisfaction**

The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the extent to which employees favorably perceive their work. High job satisfaction indicates a strong correlation between employee's expectations of the rewards accruing from a job and what the job actually provides (Bennet, 1997).

Factors affecting job satisfaction include; age of the employee; older workers tend to have lower expectations of what a job should offer and hence are more easily satisfied, quality of supervision; the style of leadership applied by managers to their subordinates can greatly influence the latter's job satisfaction, pay and working conditions; wages represent an index of the value of a workers job, working conditions affect the physical comfort of the employee while completing tasks, job content; work that involves varied, interesting and challenging duties is more likely to create job satisfaction, ease of communication within the organization; workers in large organizations sometimes experience low job satisfaction because of interpersonal communication difficulties which create frustration and feeling of inability to influence events that affect their

working lives and status of the job; employees who occupy high-level positions in an organization are on average more satisfied with their jobs (Bennet, 1997).

Managers are concerned with job satisfaction for two reasons namely; many feel morally responsible for maintaining a high level of job satisfaction in their organization. Whether people find their work satisfying or frustrating, challenging or boring, meaningful or pointless is a cause of concern and secondly the impact on performance through low productivity, high absenteeism, turnover and interest in unionization (Arnold and Feldman, 1986).

Mullins (1985) states “job satisfaction is more of an attitude, an internal state.” It could for example be associated with a personal feeling of achievement, either quantitative or qualitative. An attitude is an individual employees feeling (satisfaction, indifference or dissatisfaction) towards a specific subject, situation, object or person. Job satisfaction is the net result of the good or poor attitude held by an individual employee at a given period of time. It is subject to swings from one extreme to the other but usually reverts to a fairly stable level that can be good or poor (Mwaura, 1993).

If employees feel equitably treated from the outcomes they receive, they will be satisfied. A satisfied worker is not necessarily more productive than a dissatisfied one, sometimes people are happy with their jobs because they do not have to work hard! (Bateman and Zethaml, 1993). Employees who have been trained, empowered and recognized for their achievement see their jobs and their companies from a different perspective. They no longer punch a clock, do what they are told and count the minutes until the weekend rolls around. They “own” the company in the sense that they feel personally responsible for its performance (George and Weimerskirch, 1994).

Some reasons on why employees get disenchanted may include; feeling that they are stuck in positions with no potential for advancement, the office environment has become impersonal and sterile because the social aspect is gone, they only receive negative feedback, they are bored because tasks are routine and they are not encouraged to take on new projects or new responsibilities and they feel that their concerns, problems, suggestions or complains are being ignored by management (Lam, 1995).

One approach to job satisfaction is in terms of frustration and alienation at work. Alienation refers to the detachment of the person from their work role. The concept of alienation at work is associated with the views of Marx. He saw the division of labour in pursuit of profit and exploitation of employees as a denial of workers need for self-expression. Workers became estranged from the product of their work. Work no longer provided a satisfying experience in itself but represented a means to satisfying other external demands (Mullins, 1985).

The concept of alienation has been extended by Blauner (1964) who describes alienation in terms of four diversions; First is powerless which denotes the workers lack of control over management policy or conditions of employment, second is meaningfulness which stems from standardization and division of labour and denotes the inability to see the purpose of work done, thirdly is isolation which is not belonging to an integrated work group or to the special work organization and lastly is self-estrangement which is the failure to see work as an end in itself or as a central life issue, workers experience depersonalized detachment and work is seen solely as a means to an end.

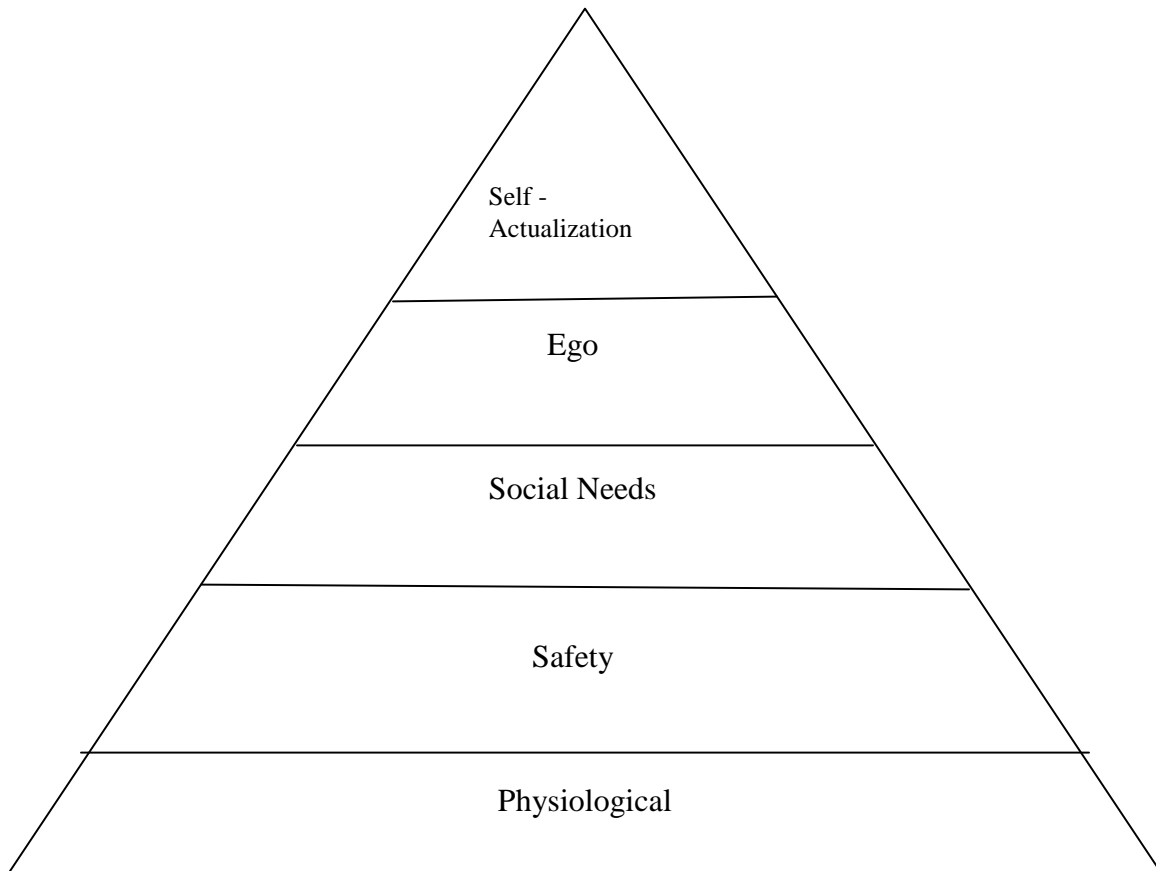
Frustration is the obstruction between behavior and its goal or any interference with on going instrument behavior like the existence of a hierarchy of competition and of constraints or behavior guaranteed that frustration will be frequent. Frustration may produce various forms of negative reactions, which may include; aggression which is a physical or verbal attack on people or object, regression which is a reversion to childish behavior like sulking, resignation which is giving up, apathy or withdrawal and lastly fixation which is persistence in useless behavior like pushing. Frustration can have serious consequences and every effort should be made to reduce it through; designing jobs to give them greater meaning, recognizing effort and merit or improving communications, consultation and disputes procedures so that potential causes of frustration may be identified and removed. Improving selection and training a person who will be more satisfied in jobs for which they are suitable for and which they have been trained (Graham and Bennet, 1998).

### **2.2.1 Theories of job satisfaction**

Frederick Herzberg's two-factor theory is essentially a theory of job satisfaction. In the late 1950's Herzberg and associates conducted a study of job attitudes of 200 engineers and accountants and come up with job dissatisfaction and job satisfaction. The two arose from two separate sets of factors; dissatisfaction; which he called hygiene factors and included; salary, working conditions and company policy all of which affected the context in which work was conducted and satisfiers (motivating factors) which include; achievement, recognition, responsibility and advancement which are all related to job content and rewards of work performance (Stoner, Freeman, Gilbert, 1995).

Lawler cited by Ambwavo, (2005) believed that a motivation framework drove job satisfaction. This idea deals with how a person measures job satisfaction based on what they got versus what they feel they deserved. Satisfaction is determined by the difference between the exact amount a person received and what they expected. Therefore, dissatisfaction occurs when a person receives less or more than what was expected. Abraham H. Maslow's hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The model states that individuals experience a hierarchy of needs from lower level to higher level psychological needs. Maslow's model can be used by individuals to develop a sense of satisfaction in their jobs if they utilize a bottom-up perspective on job satisfaction. Safety is an example of a lower level need, it helps explain the effects of job security and pay on job satisfaction. Moving up the hierarchy, it can be observed that individuals also have social needs for affection, belonging and acceptance. These needs affect the way that individuals interact with their co-workers and management. The highest need in Maslow's hierarchical model is self-actualization which is related to the sense of inner reward that some individual experience when doing their work. In addition self-actualization is believed to be one of the principal factors motivating people towards self-employment (Maslow, 1954).

**Figure 2:1: Abraham Maslow’s Need Hierarchy.**



**Source:** DuBrin; A. (1992); **Human Relations: A Job Oriented Approach.** 5<sup>th</sup> Ed. New Jersey.

Two social theories compete to explain what determines job satisfaction the “bottom-up” theory and the “top-down” theory. The bottom-up theory basically states that individuals have needs and that they will be happy if their needs are satisfied. The sum of positive and negative effects is used to determine happiness. If the positive effects are greater than the negative effects, individuals will judge their life as happy. In contrast; top-down theory states that there is “a global propensity to explain things in a positive way.” In other words all individuals have a desire to be happy and this attitude will be the major influence on their lives. Thus, feelings about job satisfaction are generated in one of two ways. From the bottom- up by adding positive effects and subtracting negative ones, or from the top-down by the diffusion of one’s desire to be happy (Diene, et al, 1999).

Some empirical evidence exists for the bottom-up theory. A study by Alfonso and Andres Sousa- Poza for example, suggests that job satisfaction is determined by finding a balance between work role inputs and outputs. Example of work role inputs include the workers level of education the number of hours worked and the type of occupation for which the worker was trained. Example of work-role outputs are the amount of total compensation received, the level of perceived job security, the opportunities for advancement, the extent to which the job and work are interesting, the amount of independence and self direction in the work, the benefits of the work to people and society and the quality of the relations workers have with their colleagues and management. The Souza-Poza study found that “having an interesting job” and “having good relations with management,” explained the largest proportion of variance in job satisfaction (Alfonso and Andres, 2000).

### **2.2.2 Measuring job satisfaction**

Job satisfaction is an attitude and therefore cannot be directly observed, it must then rely on the employees self-reports (Luthans, 1992). Often job satisfaction is measured in terms of feelings about various job facets including; the work itself, pay, promotion, co-workers and supervisors (Schermerhorn, et.al, 1994). Job satisfaction can be measured using the following methods; focus group which involves a representative sample of employees whose attitudes and opinions are sought on issues concerning the organization and their work. The essential features of a focus group are that it is structured, informed, constructive and confidential (Armstrong, 2006).

Job satisfaction can also be measured through interviews, the approach allows for in-depth exploration of job attitudes. If the respondent says something that the interviewer does not understand or would like to learn more about, the interviewer can follow up with additional questions. On the negative side, responses can be misinterpreted and thus lead to erroneous conclusions. A second problem is the possibility of interviewer bias. The way in which the individual asks the questions or the types of information the person chooses to record can affect the outcome. Finally, there is the cost factor; interviews are a relatively time consuming and thus expensive way of gathering information (Luthans, 1992).



Rating scales is the most common approach and one of the most popular is the Minnesota Satisfaction Questionnaire (MSQ). This instrument provides a detailed picture of the specific satisfactions and dissatisfaction of employees. Another popular rating scale is the Job Descriptive Index (JDI). It has been widely used by organizational behavior researchers over the years and provides a broad picture of employee attitudes towards the major components of jobs. Still another popular instrument is the Porter Need Satisfaction Questionnaire (NSQ). It is typically used for management personnel only. The questions focus on particular problems and challenges faced by managers. Its advantages include; they tend to be worded in general language so that they can be used with employees in many different types of organizations, secondly because they have been so widely used in research, there is usually normative data available so that the responses can be compared with those of employees in other organizations who have taken the test in previous years and finally it is usually short and can be filled out quickly and easily. The disadvantages are; an underlying assumption that the questionnaire items are valid and reliable and also these instruments are based on the assumption that the personnel are willing to respond honestly and that they are able to describe their feelings accurately (Luthans, 1992).

Combination of both questionnaire and interviews is the ideal approach because it combines the quantitative data from the questionnaire with the qualitative data from the interviews. It is always advisable to accompany questionnaire with some depth interviews, even if the time permits only a limited sample. An alternative approach is to administer the questionnaire to a group of people and then discuss the reactions to each question with the group. This ensures that a qualified analysis is possible but enables the group or at least some members of it, to express their feelings more fully (Armstrong, 2006).

Critical incidents approach to measurement of job satisfaction was popularized by Fredrick Herzberg. He and his colleagues used these techniques in their research on the two-factor theory of motivation. Employees were asked to describe incidents on their job when they were particularly satisfied and dissatisfied. These incidents were most closely related to positive and negative attitudes. Its major advantage is that it allows the

respondent to say whatever they want. The individuals are not restricted by pre-determined categories or events as on structured questionnaires. Disadvantages include; it is time consuming and there is a chance that both the responses and the interpretations will be biased, as the respondents might tell the interviewer what they think the interviewer wants to hear or something that makes them look good.(Luthans, 1992).

Action tendencies are the inclinations people have to approach or to avoid certain things. By gathering information about how they feel like acting with respect to their jobs, the job satisfaction can be measured. Its advantages are; the approach provides greater opportunity for people to express their in depth feelings than do many other, more surface job satisfaction instruments and less self-insight is required by the respondents. Thus the chance of self-bias is reduced (Luthans, 1992).

### **2.3 Quality commitment and the organization**

Pride in ones work and careful attention on the part of the worker are necessary but not sufficient to achieve quality. Management must also do its part and see that other requirements are met. Managers can allow work to become routine and fail to provide the environment and impetus for continuous improvement. Managers may feel threatened by giving workers power and authority to improve quality or to stop a process if it is not operating properly. A basic ingredient is that managers must make quality a key part of the organizational culture. For all parts of an organization to coordinate towards some common goal, the goal must be communicated, recognized and reinforced by the policies, decisions and actions throughout the organization.

Empowerment can only occur when people are well trained, given access to relevant information, know and use the best techniques, are involved in the decision and receive appropriate rewards. Most quality problems relate to materials, designs, specifications and process and have little to do with poor employee performance yet these same employers are usually aware of the shortcomings of the production system and can be valuable in finding solutions (Naylor, 1996).

Quality is a team sport. Definitely quality is not the responsibility of a single department. Quality must be designed and built into the goods or services step by step as they are

produced and provided (Dilworth, 1992). With the TQM approach we cannot regard quality as the responsibility of a separate department. Quality is the responsibility of all. It is an organization-wide commitment, even to the development of a “quality culture” within the organization (Wild, 2002). Teams are formed throughout an organization to attack quality problems. At the top management level, teams are formed to guide the process and to work on major “breakthrough” activities that could result in major changes in the product or the way the company operates (Narasimhan, et. al., 2000).

Create continuous motivation to achieve quality improvements supported by appropriate education and training. Place emphasis on education to affect activities and motivation to achieving quality improvement. Support improvement with adequate resources to ensure that they are achieved within appropriate time scales (Wild, 2002).

### **2.3.1 Pioneers of quality management**

Edward Deming compiled a famous list of 14 points he believed were the prescription needed to achieve quality in an organization. His message is that the cause of inefficiency and poor quality is the system, not the employees. He felt it was management responsibility to correct the system to achieve the desired results (Stevenson, 2003). The major cause of poor quality according to him is variation. Thus a key tenet of Deming’s approach is to reduce variability in the manufacturing process. He stresses that improving quality was the responsibility of top management. However, he also believed that all employees should be trained in the use of problem solving tools and especially statistical techniques. Deming believes that improvements in quality created a chain reaction. Accordingly, improved quality leads to lower costs, which then translate into higher productivity. The resulting better quality and lower prices lead to increased market share. Higher market share means that the company can stay in business and create more jobs (Meredith and Shaffer, 2003).

Philip Crosby developed the concept of zero defects and popularized the phrase, “do it right the first time.” He stressed on prevention. He believed that any level of defects is too high and that management must install programs that help the organization move towards that goal (Stevenson, 2003). To him quality meant not elegance but conformance

to requirements. He believed that a problem with quality did not exist per se, but rather that the organization had functional processes. Crosby also argued that it was always more cost- effective to perform an activity right the first time. In contrast, he focused more on management organizational processes and changing corporate culture than on the use of statistical techniques (Meredith and Shaffer, 2003).

Armand Feigenbaum contented that the responsibility for quality must rest with the persons who do the work. This concept is referred to as quality at the source and means that every worker, secretary, engineer and salesperson must be responsible for performing his or her work with perfect quality. Where product quality is more important than production rates, workers are given the authority to stop production whenever quality problems occur (Gaither, 1996).

Joseph Juran uses statistical analysis freely; his primary objective is to get top management to help the company's management team develop the habit of annual improvement. In his approach continuing improvement is supplemented with breakthrough, essentially an organized approach to problem identification, analysis and change. The key to his message is that management can and must seek continual improvement. In doing so, quality will improve along with other performance dimensions. Competition among firms and nations is so great, annual improvement, hands-on management and training to institutionalize improvement must all fit together to meet the competition for quality products and services (Adam and Ebert, 2001).

Kaoru Ishikawa was famous for the implementation of quality circles, which involve workers in quality improvement. He was the first quality expert to call attention to the internal customer; the next person in the process. He was a strong proponent of the need for companies to have a shared vision in order to unite everyone in the organization in a common goal and he is widely recognized for his efforts to make quality control, user friendly for workers (Stevenson, 2003).

Genichi Taguchi believed that most of the quality of products and services is built in at the design stage, and the production system can affect it only slightly. He has focused on this fact to develop an approach to designing quality into outputs. Rather than trying to

constantly control machinery and workers to stay within specifications, sizes, finishes, times, he has devised a procedure for statistical testing to determine the best combination of product design and transformation system design to make the output relatively independent of normal fluctuations in the production system (Meredith and Shaffer, 2003).

### **2.3.2 Improving job satisfaction and quality commitment**

Why worry about satisfaction of employees needs? What's in it for the organization? The obvious answer is in improvement in productivity. Another equally important answer is that satisfied employees are less likely to be absent from work, likely to produce high quality goods and services. In today's working environment where absenteeism, turnover and low quality of products and services are staggering problems, these reasons alone seem sufficient to get managers interested in designing jobs in ways that provide for a broader range of employees, need satisfaction (Gaither, 1996).

Total Quality Management requires employee empowerment or involving employees in every step of the production process consistently, business literature suggests that some 85% of quality problems have to do with materials and processes, not with employee performance. Therefore, the task is to design equipment and processes that produce the desired quality. This is done with a high degree of involvement by those who understand the shortcoming of the system. Those dealing with the system on a daily basis understand it better than anyone else. When non-conformance occurs, the worker is seldom wrong. Either the product was designed wrong or the employee was improperly trained. Although the employee may be able to help solve the problem, the employee rarely causes it (Morton, 1999).

Employee empowerment is the practice of enriching jobs so that employees accept responsibility for a variety of decisions normally associated with staff specialists. Employee empowerment is a popular extension of job enrichment. Empowering employee helps them take ownership of their jobs so they have a personal interest in improving performance (Heizer & Render, 2002). Empowering workers is management's way of unleashing a powerful force for continuously working towards excellence in the

quality of products and services (Gaither, 1996). Techniques for building employee empowerment include; building communication networks that include employees, open, supportive supervisors, moving responsibility from both managerial and staff responsibilities to production employees, building high morale organizations and formal techniques like team building and quality circles (Heizer & Render, 2002).

A common approach to improving the quality of goods and services is to methodically train the employees in standard products and to use equipment that reinforces this training. Training should not only be intensive but follow-up, check-ups are continuous and incentives and rewards are given for continuing to pay attention to quality. Furthermore, the equipment is designed to reinforce the quality process taught to the employee and to discourage sloppy habits that lead to lesser quality (Meredith, 1992).

Poor management practices, poor equipments and inadequate technology are important contributors to productivity and quality problem. Employees also contribute to low productivity and quality. One major factor is poor motivation; some employees are much more interested in leisure and personal life than in work. They regard productivity and quality improvement as somebody else's responsibility. When threatened with being fired, some of those employees may show a temporary spurt in productivity. After the threat wears off, they once again decrease their work effort (Dubrin, 1992).

There have been several attempts to influence performance quality on routine repetitive tasks by employing operant conditioning procedure, a technique to modify behavior by direct rewards and punishment. It assumes that behavior can be modified by a series of rewards and punishment. It appears that performance quality is more difficult to change than performance quantity. Second; it is clear that financial rewards more often motivate improved quality than do non-financial rewards. Once reasonable quality performance levels have been reached, however, continued financial rewards do not motivate significant additional quality improvement. Third, behavior is influenced more by direct rewards than by procedures to change attitudes. These procedures provide mixed results at best (Adam and Ebert, 1998).

People are motivated by many things, only one of which is financial reward. Managers can structure such rewards not only to motivate consistently high performance but also to reinforce the most important aspects of the jobs (Chase, et.al, 2004). The objective in managing personnel is to obtain the highest productivity possible without sacrificing quality, service or responsiveness. The manager uses job design techniques to structure the work so that it will meet both the physical and behavioral needs of the human workers. Work measurement methods are used to determine the most efficient means of performing a given task, as well as to set reasonable standard for performing it. Job design may be defined as the function of specifying the work activities of an individual or group in an organizational. Its objective is to develop job structure that meet the requirements of the organization and its technology and that satisfy the jobholders personnel and individual requirements (Aquilano, 2004).

A quality circle is a group of workers who meet together weekly to discuss problems of quality, or other factors and develop solutions. Employees who are close to the work on a daily basis often can find answers not apparent to engineers and analysts. If possible solutions are implemented immediately then the result is a higher quality product and workers who feel they have made a positive contribution to that product (Fearon, 1989). Quality circle is a group between six and twelve employees who volunteer to meet regularly to solve work related problems. The members all from the same work area receive training in group planning, problem solving and statistical quality control. They generally meet about four hours per month. Although the circle members are not rewarded financially, they do receive recognition from the firm. A specially trained team member called the facilitator usually helps train the circle members and keeps the meetings running smoothly. Quality Circles prove to be a cost effective way to increase productivity as well as quality (Heizer, 2002).

Herzberg and others have advocated for job redesign to make the work itself inherently motivating through designing the content and nature of the task in the job (Robbins, 2003). Herzberg work was influential in the growth of job enrichment programs. Job enrichment tries to deal with dissatisfied workers by increasing the depth of their jobs. Work activities from a vertical slice of the organization unit are combined into a position

to give employees more autonomy on the job. The idea is to develop a stronger sense of accountability by allowing workers to set their own workplace, to correct their own errors and decide the best way to perform various tasks. Job rotation is whereby workers may be shifted routinely from job to job within the same company so they can develop a variety of skills. This motivates workers by challenging them and enabling them to learn new skill. Job Enlargement idea is to break up monotony of a limited routine and work cycle by increasing a jobs scope. Work function from a horizontal slice of an organization unit is combined, thereby giving each employee more operation to perform (Stoner, et al, 1995).

Quality of work life programs create a work place that enhance employee well being and satisfaction. The goal is to satisfy the full range of employee needs. Telecommuting is whereby some jobs can be performed by employees who telecommute from their home computers a few days a week. Performance reviews are scheduled regularly to allow employees to give positive feedback and let them know what is expected in the near future. It is also good practice to encourage employees to do various tasks so that their jobs do not become routine and boring, employees should be permitted to improve and decorate their own workplace and allowing flexible schedules it's becoming common for organization to allow employees to work alternative schedules that don't follow the traditional nine to five workdays. Job sharing or part- time schedules once a mainstay for the elementary (Bateman and Zeithmal, 1993).

Thus managers have a special responsibility for creating a motivating climate and for making every effort to enrich work (Tyson and York, 2000). Making TQM work rests in the end with employees. They must be trained organized, motivated, and empowered to produce and service products and services of perfect quality. Employees must step forward and accept responsibility for every facet of production (Gaither, 1996).



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research question. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore in this section the research will identify the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections should be included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

### **3.2 Research Design**

The research design was a case study on Kenya Pipeline Company limited. This was the most suitable design because data was collected only from one given organization and hence its adoption for this study.

### **3.3 Population**

Kenya Pipeline Company has 1600 employees spread all over the country. Six hundred employees are based at the headquarters in Nairobi and the rest are spread over 28 pump stations located all over Kenya. A pump station may have as few as 25 employees. The sample was selected from the 600 employees at the headquarters. This is largely due to constraints, including logistics.

### **3.4 Sample**

The sample of interest in this study comprised 20% of the 600 employees of KPC at the head office covering all cadres. The target respondents were selected using stratified random sampling to come up with a sample size of 120 respondents. The selection was as follows:

**Table 3.1: Sampling Frame**

	<b>Frequency</b>	<b>Ratio</b>	<b>Sample</b>
Audit	25	0.2	5
Mechanical	130	0.2	26
Procurement	35	0.2	7
Finance	55	0.2	11
Administration/ Human resource	240	0.2	48
Operations	115	0.2	23
<b>Total</b>	<b>600</b>	<b>0.2</b>	<b>120</b>

**Source: Author (2010)**

### **3.5 Data Collection**

The study used primary data. The data collection instrument was a semi-structured questionnaire comprising both open-ended and close-ended questions. The questionnaire consists of three parts: A, B, and C representing employee profile, job satisfaction and quality commitment, respectively. The researcher hand delivered the questionnaires to the respondents and collected them after they had been filled.

#### **3.5.1 Validity and Reliability of Research Instrument**

Validity is the degree by which the sample of test items represents the contents the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

To establish the validity of the research instrument the researcher sought opinions of experts in the field of study especially the researcher's supervisor and lecturers in the department of educational administration, planning and curriculum development. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity

According to Mugenda and Mugenda (1999), reliability refers to the consistency of measurement and is frequently assessed using the test-retest reliability method. Reliability was increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures.

Reliability of the research instrument was enhanced through a pilot study that was done on two departments in the company. The pilot data was not included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. The result helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what is intended.

### **3.6 Data Analysis**

Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS. According to Cooper and Schindler (1999), descriptive statistics have often been used in exploratory studies. Pearson's product moment correlation technique was used to establish the strength of the relationship between job satisfaction and quality commitment.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

### 4.1 Introduction

This chapter presents analysis of the data on employee job satisfaction and quality commitment at the headquarters of Kenya Pipeline Company Limited. The data targeted a sample of all the Kenya Pipeline Company headquarters employees which were 120 in number and from which only 102 filled in and returned the questionnaires. This was a response rate of 85%. This response rate was fair and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and over is excellent. The study also collected secondary data on the subject from the company records and internet.

### 4.2 Bio-Data

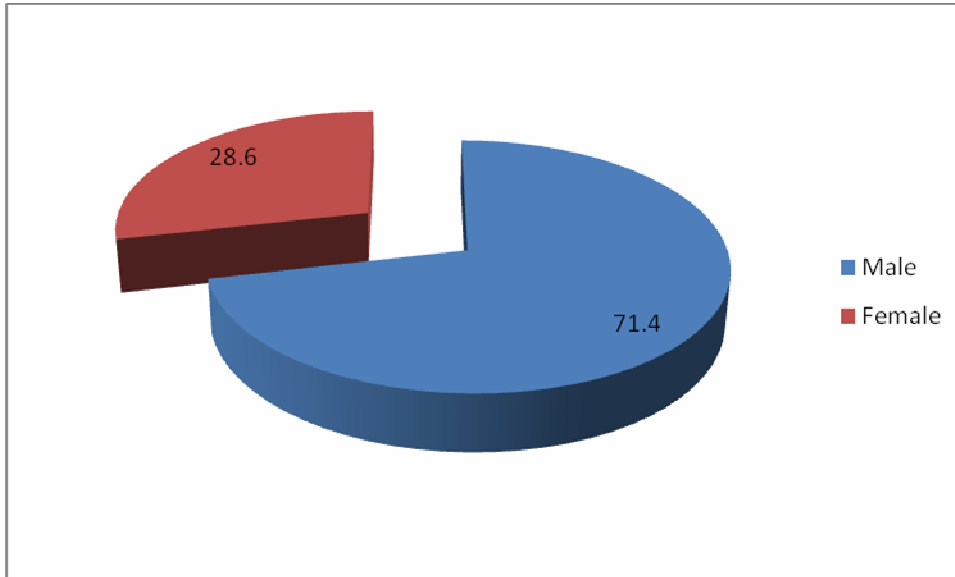
**Table 4.1: Gender of the Respondents**

Gender	Frequency	Percent
Male	73	71.4
Female	29	28.6
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Author (2010)**

The findings in table 4.1 show the gender of the respondents. From the findings, the study established that the majority of respondents were males at 71.4%, while females were 28.6% of the respondents.

**Figure 4.1: Gender of the Respondents**



**Source: Author (2010)**

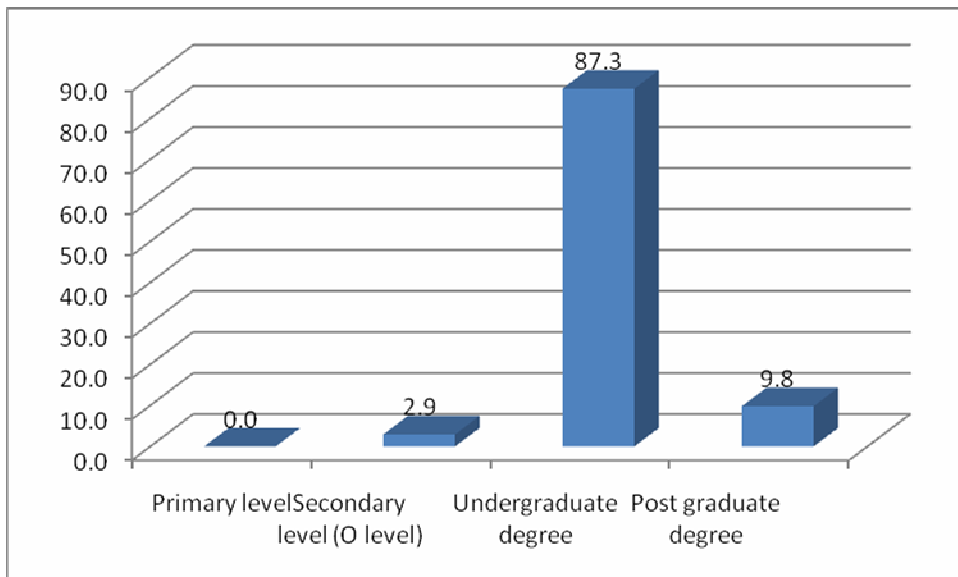
**Table 4.2: Level of Education**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Primary level	0	0.0
Secondary level (O level)	3	2.9
Undergraduate degree	89	87.3
Post graduate degree	10	9.8
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Author (2010)**

The study also sought to establish the respondents' highest level of education. According to the findings, the majority of respondents had an undergraduate degree as shown by 87.3% of the respondents, 9.8% had a postgraduate degree, while a small proportion of respondents as indicated by 2.9% had a secondary level (O level) as their highest level of education. This point towards the fact that majority of the officers had at least first degrees and hence could be in a position to make sound comments on the subject of the study.

**Figure 4.2: Level of Education**



**Source: Author (2010)**

The study also sought to establish the respondent's professional qualifications. From the study findings, the respondents had professional qualification such as CISA, CPA, CFA and ACCA.

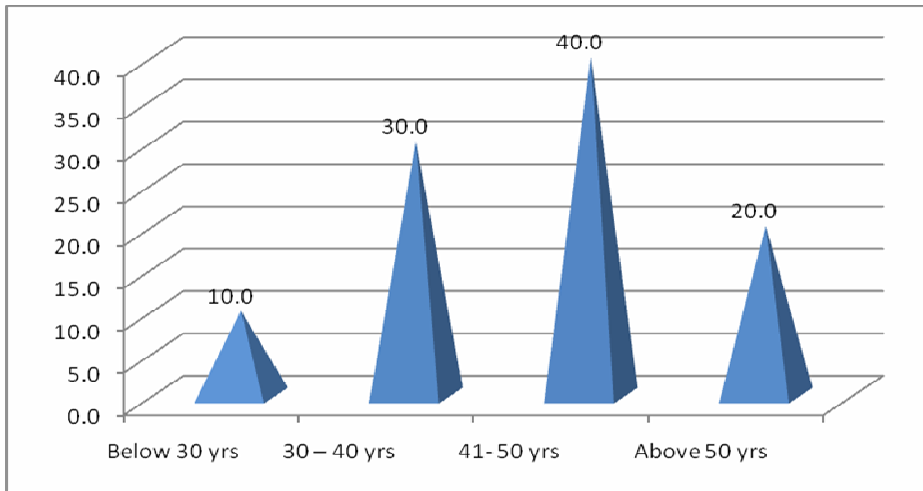
**Table 4.3: Distribution of the respondents by age bracket**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percent</b>
Below 30 yrs	10	10.0
30 – 40 yrs	31	30.0
41- 50 yrs	41	40.0
Above 50 yrs	20	20.0
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Author (2010)**

It was found that the majority (40%) of the respondents were between 41-45 years old, 30% were 26-35 years, 20% of the respondents were 46 years and above, while a small proportion of respondents (10%) were between 18-25 years old. These results are presented in table 4.3.

**Figure 4.3: Age bracket of the respondents**



**Source: Author (2010)**

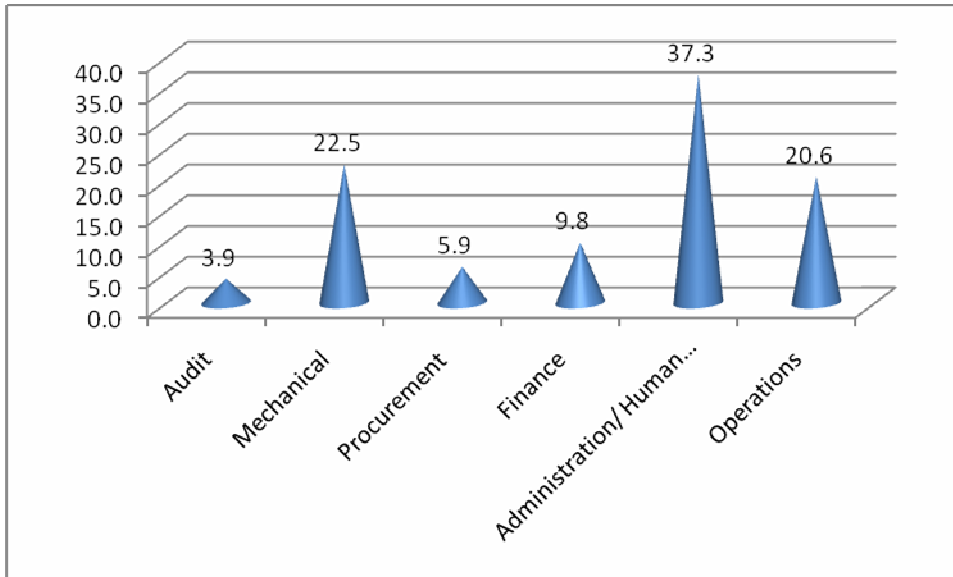
**Table 4.4: Departments in which the respondents worked**

Departments	Frequency	Percentage
Audit	4	3.9
Mechanical	23	22.5
Procurement	6	5.9
Finance	10	9.8
Administration/ Human resource	38	37.3
Operations	21	20.6
Total	102	100.0

The study also sought to establish the departments in which the respondents worked. From the study findings, 37.3% of the respondents were from the administration/ human resource department, 22.5% were in the mechanical department, 20.6% were in operations department, 9.8% were in finance department, 5.9% were in procurement department while 3.9% were in the audit department.



**Figure 4.4: Departments in which the respondents worked**



**Table 4.5: Distribution of the respondents by length of service at Kenya Pipeline**

**Company**

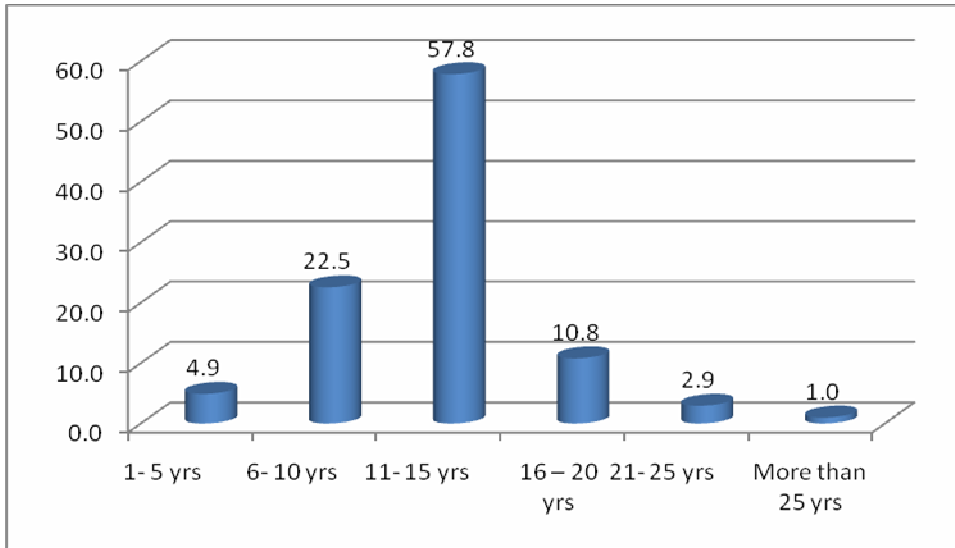
Length of service	Frequency	Percent
1- 5 yrs	5	4.9
6- 10 yrs	23	22.5
11- 15 yrs	59	57.8
16 – 20 yrs	11	10.8
21- 25 yrs	3	2.9
More than 25 yrs	1	1.0
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Author (2010)**

The respondents were also required to indicate the number of years that they had been working at the Kenyan Pipeline Company. As shown by in table 4.5 and figure 4.5,

57.8% of the respondents had worked for a period between 11 and 15 years, 22.5% had worked from said 6 to 10 years, 10.8% from 16 to 20 years, 4.9% from 1 to 5 years, 2.9% from 21 to 25 years, while 1% of the respondents reported that they had been working at the Kenyan Pipeline Company for less than 5 years.

**Figure 4.5: Distribution of the respondents by length of service at Kenya Pipeline Company**



**Source: Author (2010)**

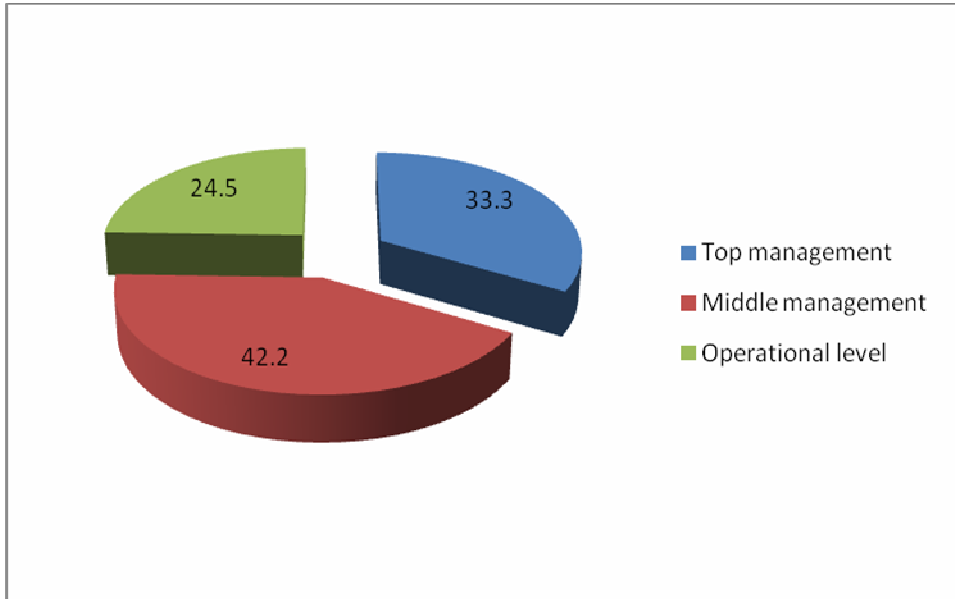
**Table 4.6: Distribution of the Respondents by Job Level**

<b>Job Level</b>	<b>Frequency</b>	<b>Percent</b>
Top management	34	33.3
Middle management	43	42.2
Operational level	25	24.5
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Author (2010)**

The respondents were requested indicate their job level. According to the responses given in table 4.6 and figure 4.6, majority of the respondents (42.2%) were in middle management, 33.3% were in top management while a small proportion of the respondents as shown by 24.5% were operational level.

**Figure 4.6: Distribution of the Respondents by Job Level**



**Source: Author (2010)**

### **4.3 Job Satisfaction**

**Table 4.7: Mean scores and Standard deviation for measures of job satisfaction**

	<b>Mean</b>	<b>Std. Deviation</b>
Community relations	4.8126	0.87963
Compensation	4.5431	0.34057
Concern for employees	4.0739	0.73139
Co-operation	4.6180	0.39386
Downward communication	3.7351	0.38276

Efficiency	4.4214	0.84282
Employee benefits	4.516	0.32375
Employee safety	3.1906	0.67375
Job rotation	2.8242	0.23275
Job security	4.3523	0.89175
Job significance	4.1278	0.43286
Loyalty	3.1109	0.78245
Management	4.73346	0.12704
Modernization	4.6665	0.71285
Participative management	4.6437	0.55291
Performance standards	3.8280	0.65904
Promotion opportunities	3.5396	0.76211
Quality	4.7546	0.22267
Recognition	4.3217	0.75098
Responsiveness	4.4675	0.12445

Supervision	4.5345	0.33434
Support staff	4.6872	0.51334
Teamwork	3.4286	1.06904
Training and education	4.4325	0.7698
Work schedule	3.5714	0.92009
Working conditions	3.4286	1.19965

**Source: Author (2010)**

The respondents were requested to indicate their extent of satisfaction with the situation in the organization. From the findings in table 4.6, the respondents indicated that the aspects of the organization that they were satisfied with to a very great extent included community relations (mean = 4.8126), management shown by a mean score of 4.73346, quality shown by a mean score of 4.7546, responsiveness shown by a mean score of 4.4675, support staff shown by a mean score of 4.6872, modernization shown by a mean score of 4.6665, participative management shown by a mean score of 4.6437, co-operation shown by a mean score of 4.6180, compensation shown by a mean score of 4.5431, supervision shown by a mean score of 4.5345, employee benefits shown by a mean score of 4.5162.

Further, the respondents said that they were satisfied to a great extent with training and education shown by a mean score of 4.4325, efficiency shown by a mean score of 4.4214, job security shown by a mean score of 4.3523, recognition shown by a mean score of 4.3217, job significance shown by a mean score of 4.1278, concern for employees shown by a mean score of 4.0739, performance standards shown by a mean score of 3.8280,

downward communication shown by a mean score of 3.7351 and work schedule shown by a mean score of 3.5714.

The study also established from the respondents that they were satisfied to a moderate extent with working conditions shown by a mean score of 3.4286, promotion opportunities shown by a mean score of 3.5396, teamwork shown by a mean score of 3.4286, employee safety shown by a mean score of 3.1906, loyalty shown by a mean score of 3.1109 and job rotation shown by a mean score of 2.8242.

#### 4.4 Quality Commitment

**Table 4.7: Rating of statements describing various aspects of quality commitment at the company**

	Mean	Std. Deviation
It pleases me to know that my own work has made a contribution to the quality of the company's products	3.2571	0.84828
A major source of satisfaction from my job comes from producing a quality piece of work	4.2857	1.04906
It is important to me that my company continues to put an emphasis on quality	4.4325	0.92009
I am continually taking action to improve the quality of my work	4.6233	0.50395
Even if my work was never checked, I would continue	3.6433	1.19965

to treat quality as being important.		
I do not mind spending more time on a task in order to increase its quality, even if I get no credit for it	3.0571	1.1455
I am prepared to put in extra effort to meet quality goals	4.7743	0.54433
I feel that quality is the most important aspect of my job	3.5714	0.92009
Each employees has an important part to play in increasing the quality of my of my company's products	4.3571	0.84828
I feel I share a responsibility for the quality of my company's products	3.2857	1.04906
I take personal responsibility for the quality of my own work	4.4325	0.92009
Every member of this organization is concerned with the need for quality	4.1233	0.50395
We regularly ask our customers about the quality of work they receive	2.6433	1.19965
The way we do things in this organization is consistent	3.8571	1.1455



with the set standards		
People in my organization understand how emphasis on quality leads to more productive use of resources	3.3213	0.54433
People in my organization believe that quality and productivity improvement is their responsibility	2.5714	0.92009

**Source: Author (2010)**

The respondents were further requested to rate the statements in the above table describing various aspects of quality at the company a scale of 1-5, where 1= Not at all, 2= Sometimes, 3= Often, 4= Very often and 5= Always. From the findings, the respondents indicated that they were prepared to put in extra effort to meet quality goals shown by a mean score of 4.7743 and that they are continually taking action to improve the quality of my work shown by a mean score of 4.6233.

Majority of the respondents also indicated that very often, they take personal responsibility for the quality of their own work and it is important to them that their company continues to put an emphasis on quality shown by a mean score of 4.4325 in each case, each employees has an important part to play in increasing the quality of their of my company's products shown by a mean score of 4.3571, a major source of satisfaction from their job comes from producing a quality piece of work shown by a mean score of 4.2857, every member of the organization is concerned with the need for quality shown by a mean score of 4.1233, the way they do things in the organization is consistent with the set standards shown by a mean score of 3.8571, even if their work was never checked, they would continue to treat quality as being important shown by a mean score of 3.6433 and they feel that quality is the most important aspect of my job shown by a mean score of 3.5714.

The respondents also indicated that often, people in the organization understand how emphasis on quality leads to more productive use of resources shown by a mean score of 3.3213, it pleases them to know that their own work has made a contribution to the quality of the company's products shown by a mean score of 3.2571, they feel they share a responsibility for the quality of the company's products shown by a mean score of 3.2857, they do not mind spending more time on a task in order to increase its quality, even if they get no credit for it shown by a mean score of 3.0571, they regularly ask their customers about the quality of work they receive shown by a mean score of 2.6433 and people in the organization believe that quality and productivity improvement is their responsibility shown by a mean score of 2.5714.

The respondents were further requested to rate the job satisfaction and quality commitment aspects of their organization on a scale of 1–10. From the findings, the employees rated the job satisfaction as good shown by an average score of 7 and also the quality commitment aspects of their organization as very good as shown by an average score of 9.

**Table 4.8: Correlation coefficients for the relationship between job satisfaction and quality commitment**

		Job satisfaction	Quality commitment
<b>Job satisfaction</b>	Pearson Correlation	1	.410
	Sig. (2-tailed)	.	.000
	N	102	102
<b>Quality commitment</b>	Pearson Correlation	.410	1
	Sig. (2-tailed)	.000	.
	N	102	102

In order to establish the strength of the relationship between job satisfaction and quality commitment, Pearson's Product Moment Coefficient analysis (PPMC) was used. The researcher used the Pearson moment correlation and the findings were as in the table above. From the findings, it was clear that there was a positive correlation between job satisfaction and quality commitment as the correlation figure was 0.410.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION**

### **5.1 Introduction**

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on such findings and recommendations there-to. This chapter will thus be structured into discussions, conclusion, recommendations and areas for further research.

The chapter presents a summary of the data findings on the relationship between job satisfaction and quality commitment among employees of Kenya Pipeline Company. Based on the findings in chapter four, the study gives recommendations on what Kenya Pipeline Company management can do to improve employees' job satisfaction. The limitations of the study and suggestion for further research are also discussed. From the analysis and data collected, the following discussions, conclusions and recommendations were made. The recommendations were based on the objectives of the study.

### **5.2 Summary**

From the study findings in the above chapter, majority of the officers had at least first degrees and hence could be in a position to make sound comments on the subject of the study. The respondents also had professional qualification such as CISA, CPA, CFA, ACCA and had worked in the company long enough to be conversant with all the company's information.

From the study findings, the researcher established that the aspects of the organization that the employees were satisfied with to a very great extent include community relations, management, quality, responsiveness, support staff, modernization, participative management, co-operation, compensation, supervision and employee benefits.

Further, the study found that the employees were satisfied to a great extent with training and education, efficiency, job security, recognition, job significance, concern for employees, performance standards, downward communication and work schedule. The study also established that employees were satisfied to a moderate extent with working conditions, promotion opportunities, teamwork, employee safety, loyalty and job rotation.

From the study findings, the researcher established that the employees are always prepared to put in extra effort to meet quality goals and that they are continually taking action to improve the quality of my work. It was also clear from the study that very often, employees take personal responsibility for the quality of their own work and it is important to them that their company continues to put an emphasis on quality, each employees has an important part to play in increasing the quality of their of their company's products, a major source of satisfaction from their job comes from producing a quality piece of work, every member of the organization is concerned with the need for quality, the way they do things in the organization is consistent with the set standards, even if their work was never checked, they would continue to treat quality as being important and they feel that quality is the most important aspect of my job.

The study also established that often, people in the organization understand how emphasis on quality leads to more productive use of resources, it pleases them to know that their own work has made a contribution to the quality of the company's products, they feel they share a responsibility for the quality of the company's products, they do not mind spending more time on a task in order to increase its quality, even if they get no credit for it, they regularly ask their customers about the quality of work they receive and people in the organization believe that quality and productivity improvement is their responsibility.

From the study findings, the employees rated their job satisfaction at Kenya Pipeline Company Limited as good and also the quality commitment aspects of their organization as very good.

### **5.3 Conclusion**

Based on the findings, the study concludes that the employees were satisfied with various aspects of Kenya Pipeline Company such as community relations, management, quality, responsiveness, support staff, modernization, participative management, co-operation, compensation, supervision, employee benefits, training and education, efficiency, job security, recognition, job significance, concern for employees, performance standards, downward communication and work schedule.

The study also concludes that the employees are always prepared to put in extra effort to meet quality goals, are continually taking action to improve the quality of my work, take personal responsibility for the quality of their own work. The study further concludes that it is important to the employees that the company continues to put an emphasis on quality. Each employees has an important part to play in increasing the quality of their of their company's products, a major source of satisfaction from their job comes from producing a quality piece of work.

The study also concludes that every member of the organization is concerned with the need for quality, the way they do things in the organization is consistent with the set standards, even if their work was never checked, they would continue to treat quality as being important and they feel that quality is the most important aspect of my job. The study finally concludes that the job satisfaction at Kenya Pipeline Company Limited is good and also the quality commitment aspects of the organization are very good.

#### **5.4 Recommendations**

From the study findings, the study recommends that for Kenya Pipeline Company Limited to achieve high levels of job satisfaction, the company management should ensure that the general working environment is conducive which will go a long way in ensuring that all the employees are motivated to produce high quality results.

The study also recommends that all the company employees from different cadres should be involved in continuous training in order to enhance their skills and competency which will in turn lead to more professionalism in their work and also increased satisfaction.

#### **5.5 Areas of Further Research**

The study recommends that further research should be done on the factors that influence employee job satisfaction and their relationship with the quality commitment in other organization other than Kenya Pipeline Company. This is because each organization has a different strategic approach and so the effect is different. This would augment this study for whereas different factors affect companies differently, little studies have been done on the same.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

August 2010

Dear Respondent,

#### **MBA RESEARCH PROJECT**

This questionnaire is designed to gather information on employee job satisfaction and quality commitment at the headquarters of Kenya Pipeline Company Limited.

This study is being carried out for a management project paper as a requirement in partial fulfillment of the degree of Masters in Business Administration (MBA), University of Nairobi.

Your responses will be treated as strictly confidential and in no instance will your name be mentioned in the report.

Your cooperation will be highly appreciated.

Yours Sincerely;

Jacqueline Mwangi.  
**MBA STUDENT**

Prof. K'Obonyo  
**SUPERVISOR**

## APPENDIX II: QUESTIONNAIRE

### Part A: Employee Profile

1. Name (optional).....
2. Gender                      Male ( )                      Female ( )
3. What is your highest academic qualification?
  - a) Primary level    ( )
  - b) Secondary level (O level)    ( )
  - c) Undergraduate degree    ( )
  - d) Post graduate degree    ( )
4. Professional qualifications e.g. CPA.....
5. Age
  - a) Below 30 yrs                      ( )
  - b) 30 – 40 yrs                      ( )
  - c) 41- 50 yrs                      ( )
  - d) Above 50 yrs                      ( )
6. Department .....
7. How long have you worked for Kenyan pipeline company
  - a) 1- 5 yrs                      ( )
  - b) 6- 10 yrs                      ( )
  - c) 11- 15 yrs                      ( )
  - d) 16 – 20 yrs                      ( )
  - e) 21- 25 yrs                      ( )
  - f) More than 25 yrs ( )
8. Indicate your job level
  - a) Top management ( )
  - b) Middle management ( )
  - c) Operational level ( )

## Part B: Job Satisfaction

On the scales provided in the matrix below, rate the extent to which you are satisfied with the situation in your organization represented by each statement or word;

1. Not at all
2. To a less extent
3. To a moderate extent
4. To a great extent
5. To a very great extent

		1	2	3	4	5
1	Community relations					
2	Compensation					
3	Concern for employees					
4	Co-operation					
5	Downward communication					
6	Efficiency					
7	Employee benefits					
8	Employee safety					
9	Job rotation					
10	Job security					
11	Job significance					
12	Loyalty					
13	Management					
14	Modernization					
15	Participative management					
16	Performance standards					
17	Promotion opportunities					
18	Quality					
19	Recognition					

20	Responsiveness					
21	Supervision					
22	Support staff					
23	Teamwork					
24	Training and education					
25	Work schedule					
26	Working conditions					

**Part C: Quality Commitment**

The statements presented in the second column of the matrix below describe various aspects of quality at the company. Please rate each statement by ticking the appropriate box on the scale against it. The points on the scale are defined as shown below;

1. Not at all
2. Sometimes
3. Often
4. Very often
5. Always

		1	2	3	4	5
1	It pleases me to know that my own work has made a contribution to the quality of the company's products					
2	A major source of satisfaction from my job comes from producing a quality piece of work					
3	It is important to me that my company continues to put an emphasis on quality					
4	I am continually taking action to improve the quality of my work					
5	Even if my work was never checked, I would continue to treat quality as being important.					

6	I do not mind spending more time on a task in order to increase its quality, even if I get no credit for it					
7	I am prepared to put in extra effort to meet quality goals					
8	I feel that quality is the most important aspect of my job					
9	Each employees has an important part to play in increasing the quality of my of my company's products					
10	I feel I share a responsibility for the quality of my company's products					
11	I take personal responsibility for the quality of my own work					
12	Every member of this organization is concerned with the need for quality					
13	We regularly ask our customers about the quality of work they receive					
14	The way we do things in this organization is consistent with the set standards					
15	People in my organization understand how emphasis on quality leads to more productive use of resources					
16	People in my organization believe that quality and productivity improvement is their responsibility					

17. On a scale of 1 – 10 how would you rate the following in this organization?

a) Job satisfaction ( )

b) Quality commitment ( )

18. Give any other comments which are relevant to this study.

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